DOCUMENT RESUME

ED 291 921 CE 049 764

AUTHOR	Menz, Fredrick E.; And Others
TITLE	Training Needs of Rehabilitation Facility Administrators: 1985. Research Report.
INSTITUTION	Wisconsin Univ.-Stout, Menomonie. Stout Vocational Rehabilitation Inst.
SPONS AGENCY	Office of Special Education and Rehabilitative Services (ED), Washington, DC.
PUB DATE	87
NOTE	121p.
AVAILABLE FROM	Stout Vocational Rehabilitation Institute, University of Wisconsin-Stout, Menomonie, WI 54751 ($7.50).
PUB TYPE	Reports - Research/Technical (143)
EDRS PRICE	MF01/PC05 Plus Postage.
DESCRIPTORS	*Administrator Attitudes; Administrators; Disabilities; *Educational Needs; *Management Development; *On the Job Training; Postsecondary Education; Sheltered Workshops; *Vocational Rehabilitation; *Vocational Training Centers

ABSTRACT

Adminstrators at vocational rehabilitation facilities certified by the U.S. Department of Labor were surveyed for four purposes: (1) to determine priority training needs of facility administrators; (2) to determine differential need patterns for executive directors, assistant directors, and program managers; (3) to identify patterns of needs for administrators in the 10 federal regions; and (4) to identify need patterns for administrators in facilities with different average daily caseloads. Factor analysis of the 1,624 responses to a 110-item questionnaire identified 20 fundamental priority needs of administrators. Most pressing needs were reported in the areas of organizational planning, organizational principles and practices, computers in information management, and business planning and marketing. Discriminant analyses performed on both needs scores and data on the respondent and organizational characteristics identified similar and dissimilar patterns of needs for executive directors, assistant directors and program managers, for administrators in each federal region and for administrators in facilities with different daily caseloads. More differences in needs were found among administrators in facilities of different sizes than among the regions. (This report provides data in separate tables, analyses for each of the four objectives of the study, and a copy of the questionnaire.) (Author/KC)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☒ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

RFry

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

Training Needs of Rehabilitation Facility Administrators: 1985

by

Fredrick E. Menz, Ph.D.
Research and Training Center
University of Wisconsin-Stout
Menomonie, Wisconsin 54751

James E. Bordieri, Ph.D.
Rehabilitation Institute
Southern Illinois University at Carbondale
Carbondale, Illinois 62901

and

Thomas Esser, M.S.
Alta Pacific
Tacoma, Washington 99602

Published by:

Research and Training Center
Stout Vocational Rehabilitation Institute
School of Education and Human Services
University of Wisconsin-Stout
Menomonie, Wisconsin 54751

1987

This research was funded under a grant from the National Institute on Disability and Rehabilitation Research, Office of Special Education and Rehabilitation Services, U.S. Department of Education, Washington, D.C. The contents, interpretations and opinions expressed in reports on the research, however, should not be construed to necessarily represent policy or opinions held by the U.S. Department of Education.

ACKNOWLEDGEMENTS

We thank the 1,624 administrators in vocational rehabilitation facilities across the country who took the time and interest to complete this and the many other questionnaires we periodically send to solicit factual data, their attitudes and their observations about what is going on and is needed in our field. Without their willingness to so freely share those with us, whatever additive understanding of the needs and directions we are able to offer the field through research and publications like these could not be made. Because of you, the training that centers like ours and universities around the country provide will be measurably improved. We thank you again and again and again....

ABSTRACT

Administrators at vocational rehabilitation facilities certified by the Department of Labor were surveyed for four purposes: (a) to determine priority training needs of facility administrators; (b) to determine differential need patterns for executive directors, for assistant directors and for program managers; (c) to identify patterns of needs for administrators in the 10 federal regions; and (d) to identify need patterns for administrators in facilities with different average daily caseloads. Factor analysis of the 1,624 responses to the 110-item questionnaire identified 20 fundamental, priority needs of administrators. Discriminant analyses performed on both needs scores and data on the respondent and organizational characteristics identified similar and dissimilar patterns of needs for executive directors, assistant directors and program managers, for administrators in each federal region and for administrators in facilities with different daily caseloads. The respective needs patterns are presented and discussed, along with profiles of the respondent's personal characteristics and the staffing and organizational characteristics at their work setting, in separate chapters in this report. These results are discussed in relation to findings in earlier studies of administrator training needs along with implications and recommendations on how to meet these significant needs for training among facility administrative personnel.

TABLE OF CONTENTS

Chapter		Page
	ACKNOWLEDGEMENTS	i
	ABSTRACT	ii
	TABLE OF CONTENTS	iii
	LIST OF TABLES	v
I	Introduction	1
II	Method and Sample Characteristics	5
III	National Priorities for Training	13
IV	Intensity and Similarity of Training Needs Among Executive Directors, Assistant Directors, and Program Managers	19
V	Patterns of Need for Administrators in Each Federal Region	25
VI	Patterns of Need for Administrators in Small, Small-Medium, Medium and Large Facilities	67
VII	Conclusions and Recommendations	87
	REFERENCES	93
	APPENDICES:	
	Letters and Questionnaire used to Solicit Administrator Responses	A
	Sample Sizes, Return Rates and Other Miscellaneous Descriptive Statistics	B
	Factor Analysis: Needs, Definitions, Classification and Summary Statistics	C
	Discriminant and Post-hoc Analyses: Discriminant Functions and Weights, and Analyses of Variance and Duncan's Multiple Range Tests	D

TABLE OF CONTENTS
(continued)

Appendices: Page

Discriminant Analysis of Needs and Characteristics Among the 10 Federal Regions . . . . . E

Discriminant Analyses of Needs and Characteristics in Small, Small-Medium, Medium and Large Facilities . . . F

LIST OF TABLES

Table		Page
1.	Rehabilitation Facility Administrator Prioritized Training Needs Grouped by Administrative Functions.	14
2.	Differences in Intensity of Need for Training and Patterns of Training Needs for Executive Directors, Assistant Directors, and Program Managers	20
3.	Mean Percents and Ranking of Priority Training Needs by Federal Region	26
4.	Region 1: Training Needs, Trainee Characteristics, and Staffing and Organizational Characteristics at Trainee's Work Setting	29
5.	Region 2: Training Needs, Trainee Characteristics, and Staffing and Organizational Characteristics at Trainee's Work Setting	33
6.	Region 3: Training Needs, Trainee Characteristics, and Staffing and Organizational Characteristics at Trainee's Work Setting	37
7.	Region 4: Training Needs, Trainee Characteristics, and Staffing and Organizational Characteristics at Trainee's Work Setting	41
8.	Region 5: Training Needs, Trainee Characteristics, and Staffing and Organizational Characteristics at Trainee's Work Setting	45
9.	Region 6: Training Needs, Trainee Characteristics, and Staffing and Organizational Characteristics at Trainee's Work Setting	49
10.	Region 7: Training Needs, Trainee Characteristics, and Staffing and Organizational Characteristics at Trainee's Work Setting	53
11.	Region 8: Training Needs, Trainee Characteristics, and Staffing and Organizational Characteristics at Trainee's Work Setting	57
12.	Region 9: Training Needs, Trainee Characteristics, and Staffing and Organizational Characteristics at Trainee's Work Setting	61
13.	Region 10: Training Needs, Trainee Characteristics, and Staffing and Organizational Characteristics at Trainee's Work Setting	65

LIST OF TABLES
(continued)

Table		Page
14.	Mean Percents and Ranking of Priority Training Needs for Different Size Facilities	68
15.	Small Facilities: Training Needs, Trainee Characteristics , and Staffing and Organizational Characteristics at Trainee's Work Setting	70
16.	Small-Medium Facilities: Training Needs, Trainee Characteristics, and Staffing and Organizational Characteristics at Trainee's Work Setting	76
17.	Medium Facilities: Training Needs, Trainee Characteristics, and Staffing and Organizational Characteristics at Trainee's Work Setting	80
18.	Large Facilities: Training Needs, Trainee Characteristics, and Staffing and Organizational Characteristics at Trainee's Work Setting	84

CHAPTER I

Introduction

The vital role rehabilitation facilities play in meeting the vocational needs of disabled persons has been well documented (Greenleigh Associates, 1975; U.S. Department of Labor, 1979). Estimates (Menz, 1983; Lorenz, Graham, Hashey, & Baker, 1981) are that there are approximately 5,000 vocational rehabilitation facilities in the United States providing such rehabilitation services as counseling, vocational evaluation, work adjustment, skill training, sheltered employment, independence training, and job placement. These facilities represent a multi-billion dollar human service industry, employing over 120,000 professional staff and annually serving 1.6 million disabled persons (Menz, 1985).

The need to improve the administrative practices of rehabilitation facilities has also been widely discussed (Salkind, 1974; Whitehead, 1978; General Accounting Office, 1981; Hagner & Como, 1982). Whitehead (1979) has argued that improvement in overall management practices is needed in rehabilitation workshops and a specific priority is in the area of marketing. In a survey of facility operations, the Commission on Accreditation of Rehabilitation Facilities (1982) found deficiencies in cost determination of products and services, program evaluation, staff performance evaluation, and adequate fiscal documentation for program activities. Similarly, Lorenz et al. (1981) emphasized that the general fiscal management of rehabilitation facilities is considerably inferior to the financial practices found in competitive industry.

McDonald and Lorenz (1977) and Sawyer and Schumacher (1980) concluded that the majority of rehabilitation administrators lack formal management training and have little management experience prior to assuming their

administrative positions. More specifically, Greenleigh Associates (1975) reported that 37% of rehabilitation workshops have staff without training or experience in accounting and budgeting procedures. Similarly, 23% and 54% of facility staff lacked training or experience in personnel administration and industrial technology, respectively.

The need to train rehabilitation facility administrators in business operations and management becomes apparent. To date, however, only three studies have explored the training needs of rehabilitation administrators. McDonald and Lorenz (1977) offered the first attempt to document the training needs of facility administrators. They asked 70 facility administrators to rate the importance of 18 course topics for inclusion in a training program for facility administrators. The management courses rank-ordered in terms of training priority were: rehabilitation administration; fiscal management; programming, budgeting, and community resources; selection, development, and supervision of employees; technical writing; accounting; and case management and reporting.

Hutchinson, Luck, and Hardy (1978) brought together 12 state vocational rehabilitation agency administrators from mid-Atlantic states (i.e., states included in federal region 3) for the purpose of assessing their perceptions of management training needs. Training need priorities were established in personnel administration, fiscal management, and program planning and evaluation.

Matkin, Sawyer, Lorenz, and Rubin (1982) conducted the most comprehensive investigation of training needs for rehabilitation administrators. The purpose of their study was to measure the perceived pre-service training needs of rehabilitation administrators. In addition, they assessed the perceived work roles and functions of rehabilitation managers.

One hundred and seventy-eight administrators (119 state agency administrators and 59 facility administrators) completed a 64-item Rehabilitation Administrator Task Inventory. The results indicated that the facility administrators differed from the state agency administrators in their judgments of the perceived need for pre-service training in the 10 work functions. Facility administrators ranked the 10 work functions in terms of their training priority in the following order: Program Planning and Evaluation, Fiscal Management, Public Relations, General Personnel Management, Production Management, Professional Management, Marketing, Labor Relations, Research, and Purchasing.

Matkin et al. (1982) also presented an analysis of the need for pre-service training based on the management level of their respondents. Two levels of management (top and middle level) were used to describe the facility administrators, while three levels (top, middle, and first-line) were used to classify state agency administrators. No differences were reported for training need in general personnel management, in professional management, in purchasing, or in research among levels of management in facility and state agency administrators. For the areas of fiscal management and public relations, both levels of facility administrators reported a higher need for training than all three levels of state agency administrators. A greater need for training was identified for program planning and evaluation by both levels of facility administrators and by the two top levels of state agency administrators. First-line managers in the state agency rated program planning and evaluation as having a lower training priority than all other groups of administrators. For production management, labor relations, and marketing, top level facility administrators reported a greater need for training than middle and first-line state agency

administrators. No differences were reported between the two levels of facility administrators for the training needs in the 10 work functions.

The present study concentrated specifically on rehabilitation facility administrators. The four purposes of this national survey were: (a) to identify priority training needs of rehabilitation facility administrative personnel; (b) to identify the differential needs for training of facility executive directors, assistant directors and program managers; (c) to identify needs and characteristics of potential administrator trainees among the 10 federal regions; and (d) to identify needs and characteristics of administrators in small, small-medium, medium, and large facilities.

CHAPTER II

Method and Sample Characteristics

Questionnaire

The six-page, three-section questionnaire used to survey needs was developed for this study from an extensive review of the training needs literature even though no formal pilot investigation was performed to establish the reliability of the instrument.[1] The first section contained 110 possible areas or types of needs for training which previous investigators had suggested would be of concern to facility administrators. The items included statements of need regarding facility organization and administration, role and use of its governing body, financial management, personnel administration, reporting and record keeping, community and external relations, fund raising, business development, operations and marketing and its physical plant and safety. A three-point scale was used to document the respondents' need on the 110 statements:

0 = No current need for training on topic;
1 = Training would be helpful or useful, but it is not a priority at this time;
2 = A priority/essential need for training, currently and in near future.

The second section sought data on respondent prior management experience, prior management training, attitudes toward training and expectations of future training. These data were used to identify personal characteristics of the potential administrator-trainees.[2]

The last section solicited demographic data regarding the location,

---

[1] Appendix A contains copies of both the letters and the original questionnaire used in the survey.

[2] An analysis of facility administrator perceptions and expectancies from training is reported elsewhere (Menz & Bordieri, 1987).

setting, personnel mix, type of facility, accreditation, Department of Labor certification, funding, clientele of the facility, and their role responsibilities for several purposes. First, data on role responsibilities was used to partition training needs data for executive directors, for assistant (or service) directors and for managers (department or program). This classification was used to evaluate group differences in patterns of training needs. Second, respondents' reported state (or territory) was used to partition survey data so as to isolate similarities and differences in needs and characteristics for administrators in the 10 federal regions. The 10 federal regions are comprised of the following states and territories:

Region 1 Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont
Region 2 New York, New Jersey, Puerto Rico, Virgin Islands
Region 3 District of Columbia, Deleware, Maryland, Pennsylvania, Virginia, West Virginia
Region 4 Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee
Region 5 Illinois, Indiana, Minnesota, Michigan, Ohio, Wisconsin
Region 6 Arkansas, Louisiana, New Mexico, Oklahoma, Texas
Region 7 Iowa, Kansas, Missouri, Nebraska
Region 8 Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming
Region 9 Arizona, California, Hawaii, Nevada, Guam, Canal Zone, American Samoa
Region 10 Alaska, Idaho, Oregon, Washington

Third, data on numbers of clients served per day were used to partition data so as to investigate similarities and dissimilarities in needs and characteristics of administrators working in small, small-medium, medium, and large vocational rehabilitation facilities (Czerlinsky & Gilbertson, 1985; Menz, 1979, 1983, 1986a, 1986b):

Small facility serves between 1 and 30 clients per day.
Small-medium facility serves between 31 and 70 clients per day.
Medium facility serves between 71 and 100 clients per day.
Large facility serves over 100 clients per day.

Finally, these data were used, in conjunction with administrator needs data, to profile other administrator characteristics and staffing and

organizational characteristics of the various types of work settings.[3]

Survey Procedures

The 5,096 facilities holding regular program or work activity wage and hour certificates from the Department of Labor were surveyed during 1984 and 1985. The first mailing took place during the summer of 1984. Three copies of the questionnaire were included, along with a cover letter to the executive director explaining the purpose of the survey and requesting that as many administrative personnel as possible, at each of the three levels, complete the questionnaire. A follow-up mailing was conducted during the winter of 1984-85 to facilities which did not respond, or from which only one administrative level was represented in the first mailing.

The first mailing yielded 1,100 responses from over 800 different facilities. The second mailing yielded an additional 524 useable questionnaires. The two mailings yielded similar types of responses, except that slightly higher returns were received from urban facilities during the second mailing. A total of 923 facilities are represented in the study.[4]

Analytic Procedures

National priority training needs were determined at by conducting a principal components factor analysis of the 1,624 responses to the 110 need items, followed by a varimax rotation of the principal factor solutions. This factor analysis yielded 20 interpretable factors with eigen values in

---

[3] A related purpose in collecting these data on facility staffing and organizational characteristics was to evaluate earlier manpower projections and changes in staffing and functions of vocational facilities between 1980 and 1984 (Czerlinsky & Gilbertson, 1985; Menz, 1983). These findings are reported by Menz (1986b).

[4] Appendix B details return-rate statistics and statistics on sample integrity relative to percents of returns from each federal region.

excess of 1.0 and accounted for 61.5% of the total variation. Next, content definitions and labels were developed for each of the 20 factors (based upon those priority items which loaded on each factor), average percents of need for each factor were computed, and the 20 needs rank-ordered in terms of priority.[5] Interpretation of the 20 factors (needs) and calculation of percents of need were based upon items which loaded highly on the respective factors (generally, .40 or higher). Percent of need was calculated based upon average numbers of administrators reporting "Priority Need" for items represented in the respective factor. All subsequent analyses focused on these composite pictures of training priorities for rehabilitation facility administrators.

These remaining analyses were directed at constructing meaningful profiles of needs, respondent characteristics, and staffing and organizational characteristics facilities represented in the total sample and for specific subsamples. These profiles are intended to present important information which is relevant in design and redevelopment of long-term and short-term training. The main body of this report (particularly Chapters V and VI) present and discuss those profiles.

First, separate patterns of need were evaluated under a discriminant analysis model: (1) to detect patterns of need which are most characteristic of the three types of administrators present in our sample (i.e., executive directors, assistant or service directors, and program or department managers); (2) to detect patterns of need distinctive for each of the 10 federal regions; (3) to detect patterns of need which differentiate among four types of facility (based on average daily client load); and (4) to

---

[5] The body of the report deals with priorities and patterns of needs. Appendix C details the factor analysis solution, labeling, definitions, classifications of the 20 factors.

detect patterns of need which are unique to each of the four different size facilities. In each of the separate analyses needs for the 1,624 respondents were entered sequentially, beginning with the need which accounted for the greatest percent of variation and continuing, iteratively, until no significant variation is accounted for ($p < .10$).[6]

Once need profiles were developed, discriminant analysis was used to detect differential patterns of personal characteristics of administrators in each of the 10 federal regions and for administrators in each of the four size facilities. These variables were introduced sequentially into the analyses for every respondent to obtain distinct administrator profiles and included the several sources they relied upon to acquire their management skills (degree programs, on-the-job training, short-term training, experience in industry, reading), average level of need for training, intent to attend training, tenure in their position and specific administrative role. Finally, averages and percents were computed for the 923 facilities represented in the sample to profile facilities in terms of their numbers of staff (professional and non-professional), setting (urban, rural), accreditation by the Commission on Accreditation of Rehabilitation Facilities (CARF), type of facility (medical, special-purpose, comprehensive, sheltered, day activity, independent living, other), tax-exempt status (non-profit, government operated) and number of clients served (daily, annually).

Respondent Demographics

Administrative Roles and Tenure

Three administrative roles were generally represented with executive directors accounting for 36.8% of the sample, assistant directors accounting

---

[6] Details of discriminant analyses on inter-group patterns are presented in Appendices D, E and F, respectively.

for 22.8% and program managers accounting for 25.6% (14.8% could not be classified by role). The typical administrator had been in his/her position for close to five years (58 months), with executive directors employed close to six years and both assistant directors and managers employed approximately four years.

Type of Facility

Approximately half of the respondents (49%) were working in facilities they classified as "a sheltered workshop." Further, they characterized their facility as either a "work/development/day activity center" (39%), a "comprehensive facility" with diverse programs and services (29%), or a facility specializing in one or more services such as vocational evaluation (21%). Less than 2% of the respondents were working in facilities specializing in physical restoration or independent living. Approximately 38% of the respondents to the survey were working in facility settings having one or more of their programs accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF).

Geographic Location

Fairly equal representation of urban and rural facilities were included in the samples: 37% urban, 35% rural and 29% mixed rural and urban. Responses from RSA Regions I, II, IV and VI, tended to be underrepresented (by approximately 2%), while responses from Regions V and VII tended to be overrepresented in the sample (4% and 2%, respectively).

Source of Management Skills

Executive directors were more likely to identify a degree in management (28%) and significant experience in management in business or industry (35%) and ascribe less importance than other administrators to experience in the facility for developing administrative skills. Assistant directors and

managers were more likely to rely on work experience for development of administrative skills (72%) and less likely to have had significant experience in business or industry (26%). Executive directors (28%) and assistant directors (22%) were more likely to hold academic degrees in business or in management than were managers (14%).

The typical administrator had last attended training on management between 6 and 12 months prior to the survey, and 75% anticipated attending additional management training within the next year. Of these, 72% reported that the facility did budget a specific amount for staff training. The majority of these administrators believed that their management skills were largely acquired through on-the-job training (65.5%) and from short-term training and management seminars and workshops they attended (50.3%). Self-directed study was mentioned by only 12% as a significant contributor to their development as administrators.

CHAPTER III

National Priorities for Training

The results of the analysis of 1,624 responses to the survey are presented in the next four chapters. This chapter summarizes our findings with respect to administrator priorities at the national level. Subsequent chapters present distinctive patterns of needs for executive directors, assistant directors and program directors, profiles of needs and characteristics of administrators in the 10 federal regions and profiles of needs and characteristics of administrators in small, small-medium, medium, and large size facilities (based on average daily client load).

Table 1 displays the basic training needs of facility administrative personnel, percent of administrative personnel in need, and the rank-ordering of each need. The 20 needs are grouped according to major functions performed by an administrator in representing the facility to the community, in fiscal responsibility, in planning, in operations and management of the organization, in productivity and business, in personnel, in information management, and in risk management.

The most pressing primary training needs of facility administrators (75% or more or the respondents) are in skill areas related to establishing and maintaining vitality and direction within the facility and among its prospective endeavors. Such vitality and direction are expected to be achieved through more effective management of the facility's personnel, through increasingly sophisticated use of information available on financial, program, and business efforts and through improved planning and marketing of its products and services. Priority training is sought which will increase their skills in:

Table 1. Rehabilitation Facility Administrator Prioritized Training Needs Grouped by Administrative Functions

Training Needs Grouped by Administrative Functions	Percent Need	Ranked Priority
The Facility's Functioning in its Community:		
Community Image and Fund Raising	70.751	7
Business Operations: Contract Development	70.760	6
Fiscal Integrity:		
Fiscal Procedures	62.131	15
Planning:		
Organizational Planning	78.079	1
Business Planning and Marketing	74.713	4
Business Expansion	66.318	10
Operations and Management:		
Administrative Responsibilities	62.469	13
Organizational Principles and Practices	76.126	2
Governing Body/Board of Directors	54.341	20
Organizational Continuity, Consistency and Stability	58.059	18
Management Techniques	66.579	9
Business Productivity:		
Design and Layout of Facility, Plant and Work Areas	60.683	16
Business Operations: Production Efficiency	70.867	5
Effective use of "Core" Work Force	62.705	12
Personnel:		
Personnel Administration and Management	67.433	8
Resolving Personnel Issues	54.433	19
Information Management:		
Information Systems: Access, Control, Utilization	63.072	11
Computers in Information Management	76.006	3
Risk Management:		
Risk Prevention and Control	62.198	14
Risk Liability, Protection, Insurance	59.384	17

Organizational planning. Skills needed for identifying, setting and monitoring attainment of goals and objectives.

Organizational principles and practices. Skills and methods needed to administer and manage organizational operations and personnel.

Computers in information management. Skills needed to utilize computers in financial, business and program management.

Business planning and marketing. Skills needed to identify, develop and market the facility and its products and services to its various audiences.

Secondary priority training needs of facility administrators (66% to 74% of the respondents) relate to two areas closely related to the facility's continued vitality and future; maintaining a competitive business edge and effective management of personnel. First, there are needs for training which will increase their ability to competitively represent, bid, and profitably deliver its services or products, so as to be competitive with other groups for grant funding and for revenues from professional service contracts and contracts or sales of its worker/client based products and services. Secondly, there is need for training which will help develop or improve the practices they use to attract, retain and manage an efficient work force, both among professionals and workers/clients. There are needs for skill training in:

Business operations: Production efficiency. Skills needed to plan, schedule, monitor, and engineer delivery of the facility's products and services.

Business operations: Contract development. Skills needed to develop realistic and competitive bids and contracts for the facility's products and services.

Business expansion. Skills needed to identify and exploit potential opportunities for new products or private and public cooperative ventures or for new markets for existing products and services.

Community image and fund raising. Skills needed to competitively represent the facility's programs, services, and other capabilities to funding agencies and referral sources.

Personnel administration and management. Skills needed to establish a personnel system which provides both a structure under which employees and management operate and an equitable system for employee selection, review and compensation.

Management techniques. Skills in the use of specific techniques for fairly managing and maximizing employee productivity.

The third important set of needs (for 60% and 65% of the respondents) were for training related to developing an understanding and skills in specific areas. The emphasis in this set is for methods which are state-of-the-art level or are clearly effect oriented. These needs are less general in terms of how skills might impact on functioning of the organization and are more focused to discrete methods, procedures, and problems. The first of two topically focused sets of needs is an emphasis on procedures for monitoring and controlling what happens programmatically and fiscally and for procedures which will insure administrative accountability. The second is an emphasis on procedures which can be used to incorporate efficiency and safety into the design and use of the facility's physical surroundings and into the practices followed by their employees. There are needs for training in:

Information systems: Access, control, utilization. Methods and technologies which can be used to establish procedures for efficient information use and control within and to its various audiences in the public and private sectors.

Fiscal procedures. Methods for financial planning, cost containment, accounting, and audit reporting.

Administrative responsibilities. Methods and techniques which will improve an administrator's functioning, especially in the area of accountability.

Design and layout of facility, plant, and work areas. Efficient and safe methods for structuring the facility and its equipment.

Effective use of core work force. Methods and procedures which are needed to manage and maintain consistent levels of quality among, (especially) worker/clients in the production or services provided through the facility's revenue producing programs or work areas.

Risk prevention and control. Procedures, techniques, and practices for safety inspection and staff training and involvement in safety.

Their least pressing needs (needed by less than 60%) are also more topically, method specific than are highest priority needs. Two of the needs relate to having information about how to meet health and safety needs of employees through insurance programs and through effective personnel practices. The remaining two relate to methods and policies an administrator can use to present and maintain an organization that remains integrated and consistent, while cognizant of the needs of the public to which a rehabilitation facility must be responsive. There are modest needs for training in:

Risk liability, protection, insurance. Information on the requirements and resources needed to assure the health, safety, and integrity of the facility's employees.

Resolving personnel issues. Skills and methods useful in solving general employee problems, resolving specific employment issues and in negotiations with unions, advocacy groups, or labor boards.

Organizational continuity, consistency, stability. Methods, roles, policies and procedures that help guarantee stability and integrity of the facility to its employees and to its publics.

Governing body/board of directors. Methods used to select and work productively with a facility's board.

CHAPTER IV

Intensity and Similarity of Training Needs for Executive Directors, Assistant Directors, and Program Managers

Table 2 summarizes differences in intensity and patterned needs found for the three administrative levels.[7] As seen in the division of Table 2, there are two general findings to be noted among these results. First, overall differences in intensity of training need were only found between assistant directors and program managers ($F = 3.84$, $p < .0217$. $df = 2, 1621$). Assistant directors had more intense needs for training (68.8%) than did managers (64.25%). Second, patterns of need for the three types of administrators are identical for 13 of the 20 needs. Among the seven needs which discriminated, it was not the relative priority of needs which was greatly altered, but rather it was the specific intensities on each need within the roles which differentiated.

Executive Director and Assistant Director Needs

Executive directors and assistant directors have similar levels and patterns of needs for training. They report greater need than program managers for training in Computers in information management (80% versus 71%), Risk liability, protection, insurance (63% versus 54%), Business expansion (70% versus 62%), and in Business planning and marketing (79% versus 72%). Executive directors have greater training needs than either assistant directors and managers in Governing body/board of directors (60% versus 52%). Assistant directors have greater needs for training than executive directors only on Organizational principles and practices (81%

---

[7] Appendix D details discriminant and post-hoc analyses of patterned need differences.

Table 2. Differences in Intensity of Need for Training and Patterns of Training Needs for Executive Directors, Assistant Directors, and Program Managers

ADMINISTRATOR TRAINING NEEDS	ADJUSTED GROUP PERCENTS[1]			RELATIVE NEEDS[2]		
	Executive Directors (n = 597)	Assistant Directors (n = 371)	Program Managers (n = 416)	Executive Directors	Assistant Directors	Program Managers
Difference in Intensity of Need for Training for Three Administrative Roles						
Average Percent of Need Across 20 Factors	66.800	68.800	64.250			
Training Needs that are Consistent Across Administrative Roles						
Organizational Planning	78.140	78.140	78.140	1	1	1
Business Operations: Production Efficiency	71.780	71.780	71.780	2	2	2
Business Operations: Contract Development	71.750	71.750	71.750	2	2	2
Community Image and Fund Raising	71.320	71.320	71.320	2	2	2
Personnel Administration and Management	68.090	68.090	68.090	2	2	2
Management Techniques	66.980	66.980	66.980	2	2	2
Information Systems: Access, Control, Utilization	63.980	63.980	63.980	3	3	3
Effective use of "Core" Work Force	63.200	63.200	63.200	3	3	3
Administrative Responsibilities	63.080	63.080	63.080	3	3	3
Risk Prevention and Control	62.840	62.840	62.840	3	3	3
Fiscal Procedures	62.700	62.700	62.700	3	3	3
Design and Layout of Facility, Plant and Work Areas	61.180	61.180	61.180	3	3	3
Organizational Continuity, Consistency, Stability	58.310	58.310	58.310	4	4	4
Training Need Patterns which Differentiated Executive Directors from Managers and Assistant Directors[3]						
Business Planning and Marketing	78.610	78.610	71.550	1	1	2
Organizational Principles and Practices	73.500	80.650	78.630	2	1	1
Risk Liability, Protection, Insurance	63.220	63.226	53.610	3	3	4
Governing Body/Board of Directors	59.580	52.000	52.000	4	4	4
Resolving Personnel Issues	50.950	59.890	55.350	4	4	4
Training Needs which Differentiated Managers from Executive and Assistant Directors[4]						
Computers in Information Management	79.960	79.960	70.590	1	1	2
Organizational Principles and Practices	73.500	80.650	78.630	2	1	1
Business Expansion	70.390	70.390	62.260	2	2	3

1 Specific between group differences were sought, using multiple range tests, on Intensity of Need and where the discriminant analysis revealed sets of Training Needs that differentiated the three groups of administrators. Where such between group differences were found in the post-hoc analyses, mean percents were replaced the corresponding adjusted group means. When no differences were found, composite means for statistically similar groups are reported.

2 Relative Need ranking of 1 includes factors where Percent Need >= 75%, 2 includes factors where Need >= 66%, 3 includes factors where Need >= 60%, and 4 where Need < 60%. This breakdown is based on observed, natural gaps in the percent rankings of need level.

3 Two discriminant functions were derived for the 1384 respondents who reported their administrative role. The first function differentiated the needs of Executive Directors from Managers and Assistant Directors (Chi-square = 173, p <= 001, df = 13). Multiple range tests were computed on these five needs.

4 The second function differentiated Managers from Executive and Assistant Directors (Chi-square = 27.4, p <=.004, df = 110). Multiple range tests were computed for these three needs.

versus 74%) and in Resolving personnel issues (60% versus 51%).

In general, greatest needs include training related to long and short-term planning and overall direction of the facility and its business and service ventures. There seem to be three major levels of need represented in their responses, based upon the relative percents of need found common to the two groups of administrators.

First, primary needs (by 75% or more) include needs related to developing skills in use of information in planning and monitoring goals, competitiveness in the market place and in specific direction for programs and revenue producing services and products. Among these needs, we find assistant directors to have a greater need for training in fundamental organization skill areas, as well. Highest priority needs include:

Organizational planning,
Business planning and marketing,
Computers in information management, and
Organizational principles and practices (assistant directors).

Next, secondary needs (66% to 74%) include needs related to maintaining a competitive position for both commercial revenue producing activities and contracts for professional services. The foci in these high priority needs are on being competitive in contracting and sales, as well as being efficient in manufacturing products or providing services; being competitive in acquiring grants and funding for services through existing or new ventures; and being continually competitive as a result of using effective management procedures with their professional and worker/client work force. Training is needed in:

Business operations: Contract development,
Business operations: Production efficiency,

Community image and fund raising,
Business expansion,

Personnel administration and management,

Organizational principles and practices (executive directors), and
Management techniques.

The moderately important (60% to 65%) training needs of executive directors and assistant directors would include training that enables them to insure that resources are used efficiently and safely, to monitor the facility's needs, accomplishments and resource use, and to develop and maintain an employment setting which is efficient, safe, and provides favorable benefits for professional or production employees. These training needs are:

Administrative responsibilities,
Fiscal procedures,
Information systems: Access, control, utilization,

Design and layout of facility, plant and work areas,
Effective use of core work force,

Risk prevention and control, and
Risk liability, protection, insurance.

Department or Program Manager Training Needs

In general, managers report lower overall needs for training than do either executive directors or assistant directors. This may, in part, be in keeping with the observation that they are less likely to have received formal management training, and are more likely to rely upon on-the-job-experiences for developing their management skills. Their most outstanding needs for training are in acquiring skills that would be useful in identifying, setting, and monitoring attainment of goals and objectives. The prominent training needs (75% or more) are in:

Organizational planning and
Organizational principles and practices.

Next highest needs (66% to 74%) are related to developing skills that will assure profitability for the organization. First, there appears to be a strata of need for skill training or methods that can be used to cost

production or services and to establish parameters for acceptable personnel and other resource useage during production or delivery of the service. Second, there appears to be needs for techniques and procedures which will allow them to make better use of goal, marketing, fiscal, personnel, and resource data and to make better use of their time or the time of those whom they supervise. Thirdly, there is a strata of need related to improving understanding and skills in how the organization functions in both its professional public sectors and in the competitive business sectors. These moderately important needs include:

Business operations: Production efficiency,
Business operations: Contract development,

Business planning and marketing,
Community image and fund raising,

Computers in information management,
Personnel administration, and
Management techniques.

Managers have moderate needs (60% to 65%) in topical areas related to continuing efficient and responsible delivery of services and products. One theme they report is a need for methods which can be used to organize and manage work and their work force, in both production and service, as safely and efficiently as possible. A second theme relates to their general need for techniques and methods they may use to monitor production, personnel and resource use and be able to responsibly report this information to other administrative personnel. These needs for training include:

Effective use of core work force,
Design and layout of facility, plant and work areas,
Risk prevention and control,

Administrative responsibilities,
Fiscal procedures,
Business expansion, and
Information systems: Access, control, utilization.

CHAPTER V

Patterns of Need Among the 10 Federal Regions

Table 3 summarizes the intensity and rank-ordering of training needs of administrators among the 10 federal regions in contrast with national estimates and rankings of need. Keeping in mind the general picture presented in the preceeding chapter, as one examines the rankings of need from region to region, it is quite clear that there are generally only subtle differences in rankings. Secondly, when the average level of need for administrators in the several regions is evaluated, there are no consistent differences to be noted ($F = 1.72$, with 9 and 1532 degrees of freedom is not significant with $p > .05$). Thirdly, when one examines within region percents of need, there only appear to be subtly greater intensities of need for certain and slightly lesser intensities for other training needs. The priorities identified by rehabilitation facility administrators, therefore, should be considered nationally-based, rather than different for each region.

Wherein there are subtle inter-regional differences does not detract from such generalized priorities for the training needs. How subtle differences are patterned is important for the development of training and curricula which is most appropriate to regionally-based in-service and university-based programs. It is the intent of this section of the report to provide developers of training programs in each region with an increased understanding of the interplay of need patterns, trainee characteristics, and organizational characteristics of the facilities these prospective trainees come from.

To capture such distinction for each region, discriminant function models were pursued under in which the specific region was contrasted with all other regions. The first model explored whether there were reliable and

Table 3. Mean Percents and Ranking of Priority Training Needs by Federal Region

PRIORITY TRAINING NEEDS	National Average	Average Percent in Need within Regions										Natl Rank	Regional Rankings									
		1	2	3	4	5	6	7	8	9	10		1	2	3	4	5	6	7	8	9	10
Organizational Planning	78.079	80.43	81.02	74.19	76.80	80.13	75.61	79.91	79.17	77.61	73.89	1	1	2	3	2	1	1	1	3	3	4
Organizational Principles and Practices	76.126	77.08	78.77	70.60	75.03	76.89	75.55	77.42	80.60	77.88	78.57	2	2	3	6	3	3	2	4	1	2	2
Computers in Information Management	76.006	75.07	81.17	75.48	77.07	77.81	68.02	75.60	80.00	78.61	74.44	3	3	1	2	1	2	4	6	2	1	3
Business Planning and Marketing	74.713	71.88	75.93	77.85	71.33	76.37	64.77	77.98	78.89	75.62	84.07	4	4	4	1	6	4	7	2	4	4	1
Business Operations: Production Efficiency	70.867	63.26	69.79	72.82	73.05	73.07	63.62	75.00	73.96	70.52	69.31	5	8	11	4	5	5	9	7	6	5	8
Business Operations: Contract Development	70.760	64.10	69.84	72.35	70.11	70.81	67.71	77.93	76.43	70.15	71.75	6	7	10	5	7	8	5	3	5	7	6
Community Image and Fund Raising	70.751	67.25	75.62	69.03	73.11	71.48	68.56	76.49	69.44	67.33	70.86	7	5	5	7	4	7	3	5	11	9	7
Personnel Administration and Management	67.433	60.37	70.63	65.99	66.34	71.57	62.72	65.82	73.10	70.26	62.06	8	11	9	9	9	6	10	9	9	6	11
Management Techniques	66.579	65.22	65.28	64.35	66.70	67.53	65.65	65.40	69.58	69.40	68.33	9	6	15	10	8	10	6	10	10	8	9
Business and Workshop Expansion	66.318	62.78	62.78	67.48	63.68	69.47	55.61	73.21	73.67	64.33	73.11	10	9	16	8	13	9	16	8	8	12	5
Information Systems: Access, Control, Utilization	63.072	60.00	68.78	61.11	64.34	64.67	57.84	64.67	65.48	63.11	59.05	11	13	12	13	10	12	14	11	13	15	13
Effective Use of Core Work Force	62.705	55.65	62.35	61.08	63.87	65.15	56.10	63.69	73.89	63.18	60.37	12	18	18	14	12	11	15	12	7	14	12
Administrative Responsibilities	62.469	56.52	71.30	60.32	62.80	64.05	63.82	62.50	60.00	63.06	57.22	13	16	8	15	15	13	8	13	17	16	14
Risk Prevention and Control	62.198	60.79	71.30	62.52	63.93	62.83	58.31	60.55	65.15	64.93	51.52	14	10	7	12	11	14	13	16	14	11	20
Fiscal Procedures	62.131	60.35	68.15	62.71	63.00	62.51	59.43	60.09	61.67	65.00	62.11	15	12	13	11	14	15	12	18	15	10	10
Design and Layout of Facility, Plant and Work Areas	60.683	56.09	71.53	58.87	61.90	61.71	60.77	61.61	68.33	63.43	52.22	16	17	6	16	16	17	11	14	12	13	18
Risk Liability, Protection, Insurance	59.384	59.13	61.30	56.39	58.72	62.48	55.12	60.54	61.67	62.99	56.00	17	14	19	17	17	16	17	17	16	17	16
Organizational Continuity, Consistency and Stability	58.059	57.83	65.63	55.48	56.60	60.38	55.08	58.48	58.54	58.77	54.72	18	15	14	18	19	18	18	19	19	18	17
Resolving Personnel Issues	54.433	49.04	57.22	50.71	56.64	57.77	49.76	55.18	59.00	53.73	52.00	19	19	20	19	18	19	20	20	18	20	19
Governing Body/Board of Directors	54.341	47.83	62.65	49.14	50.27	57.38	51.63	60.71	54.17	56.09	56.30	20	20	17	20	20	20	19	15	20	19	15
Average Levels of Need	**66.570**	**62.72**	**69.69**	**64.66**	**65.88**	**67.91**	**61.46**	**68.05**	**69.62**	**66.86**	**64.58**											
Numbers of Administrators	**1624**	**115**	**108**	**155**	**250**	**395**	**123**	**112**	**60**	**134**	**90**											

Table Notes:

National averages and rankings are based on 1624 responses. Corresponding regional percents and ranks are based on the responses of 1542 administrators for whom Federal Regions could be determined.

distinctive patterns of need for the region. The second analyses explored the distinct demographic characteristics of persons in need of training. The last model explored patterning of staffing and organizational characteristics of the facilities represented in each region in contrast to national level.[8] Summary results for each region are presented and discussed in this chapter.

Region 1

Region 1 includes the New England states; Connecticut, Maine, New Hampshire, Vermont and Massachusetts. Table 4 compares and summarizes the profiles of needs and characteristics for administrators and facilities in Region 1 with similar national indicators.

Training Needs

On only 1 of the 20 needs did administrative personnel in this region differ from their colleagues in other regions. Administrators in Region 1 report considerably lesser need for training in Business operations: Production efficiency than do administrators in other regions (63.2% versus 71.4%). The principle priority training needs for Region 1 facilities are in:

Organizational planning (80%),
Organizational principles and practices (77%), and
Computers in information management (75%).

Their secondary needs are in:

Business planning and marketing (71%), and
Community image and fund raising (67%).

Their lowest needs are in:

Risk liability, protection, insurance (59%)
Organizational continuity, consistency, stability (58%),
Administrative responsibilities (57%),

---

[8] Appendix E details the discriminant analyses conducted for each region on training needs, personal characteristics and staffing and organizational characteristics at the respondent's work setting.

Design and layout of facility, plant and work areas (56%),
Effective use of core work force (56%), and
Governing body/board of directors (48%).

Trainees Characteristics

Trainees in this region only differ in terms of their tenure as administrators and their general level of need. They have typically been in their administrative position for less than four years, over one year less than other administrators (46 versus 59 months) and report an overall level of need for administrative training which is less than the norm (average need of 63% versus 66%).

Staffing and Organizational Characteristics

On the average facilities in Region 1 report employing approximately 23 professional FTEs and 26 non-professional FTEs, which is lower than the national average of 37 non-professional FTEs. The majority of facilities are located in urban or suburban settings, with only 25% of all facilities in rural areas, a proportion lower than the national average of 34%. Proportions of facilities which are non-profit (88%) and government operated (12%) are similar to those nationally. Lower proportions report that their programs are accredited by CARF (32% versus 43%) or are classified as sheltered workshops (35% versus 51%). Based upon their average daily client load, the porportions of facilities which are small, small-medium, medium, and large approximate national proportions. The average daily client load in Region 1 facilities is lower (109 compared to 124 nationally) and their average number of clients served annually is lower (241 compared to 263 nationally).

Table 4. Region 1
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

PRIORITY TRAINING NEEDS	PERCENTAGES Region	National	RANKS Region	National
Organizational planning	80.435	78.272	1	1
Organizational principles and practices	77.081	76.314	2	2
Computers in information management	75.072	76.193	3	3
Business planning and marketing	71.884	74.897	4	4
Community image and fund raising	67.246	70.926	5	7
Management techniques	65.217	66.744	6	9
Business operations: Contract development	64.099	70.935	7	6
Business operations: Production efficiency	63.261*	71.042	8	5
Business and workshop expansion	62.783	66.481	9	10
Risk prevention and control	60.791	62.351	10	14
Personnel administration and management	60.373	67.610	11	8
Fiscal procedures	60.348	62.284	12	15
Information systems: Access, control, utilization	60.000	63.227	13	11
Risk liability, protection, insurance	59.130	59.531	14	17
Organizational continuity, consistency, stability	57.826	58.202	15	18
Administrative responsibilities	56.522	62.623	16	13
Design and layout of facility, plant and work areas	56.087	60.833	17	16
Effective use of core work force	55.652	62.860	18	12
Resolving personnel issues	49.043	54.568	19	19
Governing body/board of directors	47.826	54.475	20	20

TRAINEE CHARACTERISTICS	AVERAGES Region	National
Principle Sources for Acquisition of Managerial Skills		
Degree in business or management	22.609	22.037
Management experience in business or industry	26.957	29.259
Training from short-term seminars and workshops	48.696	50.370
On-the-job training in management	67.826	65.617
Personal reading on facilities and management	7.826	11.914
Formal Training		
Recency of last management training	2.6000	2.5988
Expectancy to attend training in near future	73.043	1.0593
Average Level of Need for Training Across 20 Dimensions	62.534*	66.018
Months in Administrative Position	45.914*	58.078
Administrative Level		
Executive director or chief administrator	33.043	36.852
Assistant or service director	21.739	22.901
Program or department manager	33.043	25.494

STAFFING AT TRAINEE'S WORK SETTING	AVERAGES Region	National
Number of Professional FTEs	22.59	20.19
Number of Nonprofessional FTEs	26.25	37.17

Table 4. Region 1 (Continued)
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

ORGANIZATIONAL CHARACTERISTICS AT TRAINEE'S WORK SETTING	PERCENTAGES Region	National
Location of Facility		
Urban setting	41.10	37.89
Rural setting	24.66	34.28
Tax Exempt Status of Facility		
Non-profit operation	87.67	86.90
State or municipally operated	12.32	12.54
Programs Accredited by Commission on Accreditation of Rehabilitation Facilities	32.88	43.01
Type of Facility		
Medical rehabilitation center	0.00	1.44
Comprehensive services facility	29.58	29.32
Special-purpose facility	22.54	22.40
Sheltered workshop	35.21	50.61
Work/developmental/day activity center	45.07	42.47
Independent living center	2.81	5.12
Other	16.90	9.81
Facility Sizes		
Small (1-30 clients per day)	20.31	19.39
Small-Medium (31-70 clients per day)	26.56	29.61
Medium (71-100 clients per day)	14.06	15.56
Large (101+ clients per day)	39.06	35.42
Average Daily Client Load	109.48	123.57
Average Clients Per Year	241.40	263.14

Table Notes

1. Region 1 includes Connecticut, Maine, New Hampshire, Vermont and Massachusetts.
2. Asterisked (*) items within the Needs and Trainee Characteristics section were identified as part of a pattern of variables which distinguish trainees in this region from trainees in all other regions. Two discriminant analyses were computed with variables from each section entered sequentially into the analyses based upon the variability accounted for by each additional variable. Interpretations of patterned differences are confined to variables with standardized coefficients greater than .49.
3. National percents, rankings and means in the Needs and Trainee Characteristics sections are based on responses from 1624 persons while those in the Staffing and the Organizational Characteristics sections are for 923 facilities represented in the survey. Regional percents, rankings and means are correspondingly based on 115 responses and 73 facilities.

Region 2

Region 2 includes New York and New Jersey and the territories of Puerto Rico and the Virgin Islands. Table 5 compares and summarizes the profiles of needs and characteristics for administrators and facilities in Region 2 with similar national indicators.

Training Needs

Administrators in Region 2 report a significantly different pattern of needs involving 5 of the 20 needs when compared to other nine regions (see Table Note 2). They report considerably greater needs for training in Design and layout of facility, plant and work areas (71.5% versus 59.9%), in Fiscal Management (68.1% versus 61.7%) and in working with their Governing body/board of directors (62.6% versus 53.7%), while having lower need for training in Business expansion (62.8 versus 66.6%) and slightly lower need for training in Management techniques (65.2% versus 66.7%). The primary training priorities for Region 2 facility administrators are in:

Computers in information management (81%),
Organizational planning (81%),
Organizational principles and practices (79%),
Business planning and marketing (76%), and
Community image and fund raising (76%).

Their secondary training needs are in:

Design and layout of facility, plant and work areas (72%),
Administrative responsibilities (71%),
Risk prevention and control (71%),
Personnel administration and management (71%),
Business operations: Contract development (70%),
Business operations: Production efficiency (70%),
Information systems: Access, control, utilization (69%), and
Fiscal procedures (68%).

Their lowest priority training needs is:

Resolving personnel issues (57%).

Trainee Characteristics

As is the general case, administrators in this region view their on-the-job training in rehabilitation and management seminars and workshops as their primary sources of training in management, though they are only slightly more likely to hold a management related degree (23% versus 22%), are slightly less likely to view experience outside rehabilitation (25% versus 29%) or their OJT (63% versus 66%) is most important and are slightly more apt to view self-study (19% versus 11%) as a method by which they gained their skills.

Staffing and Organizational Characteristics

Facilities in Region 2 employ almost 50% more staff per facility than is the case in other regions. The average facility in Region 2 employs 32 professional staff and 57 non-professional staff, in keeping with the client loads they are working with. On the average, these facilities serve about 50% more clients daily and annually than is the national average, (189 clients per day and 405 clients per year). Almost two-thirds of Region 2 facilities are large, serving more than 101 clients per day while only 7% of Region 2 facilities are small (under 31 clients per day), the lowest percent nationally. They are more likely to be a comprehensive rehabilitation facility and/or a sheltered workshop, but less likely to report themselves as a work activities center. About 30% of them are located in rural areas and are almost all non-profit facilities (93%). A notable lower proportion of Region 2 facilities report their programs accredited by CARF (26 versus 43%).

Table 5. Region 2
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

PRIORITY TRAINING NEEDS	PERCENTAGES Region	National	RANKS Region	National
Computers in information management	81.173	76.193	1	3
Organizational planning	81.019	78.272	2	1
Organizational principles and practices	78.770	76.314	3	2
Business planning and marketing	75.926	74.897	4	4
Community image and fund raising	75.617	70.926	5	7
Design and layout of facility, plant and work areas	71.528*	60.833	6	16
Administrative responsibilities	71.296	62.623	7.5	13
Risk prevention and control	71.296	62.351	7.5	14
Personnel administration and management	70.635	67.610	9	8
Business operations: Contract development	69.841	70.935	10	6
Business operations: Production efficiency	69.792	71.042	11	5
Information systems: Access, control, utilization	68.783	63.227	12	11
Fiscal procedures	68.148*	62.284	13	15
Organizational continuity, consistency, stability	65.625	58.202	14	18
Management techniques	65.278*	66.744	15	9
Business and workshop expansion	62.778*	66.481	16	10
Governing body/board of directors	62.654*	54.475	17	20
Effective use of core work force	62.346	62.860	18	12
Risk liability, protection, insurance	61.296	59.531	19	17
Resolving personnel issues	57.222	54.568	20	19

TRAINEE CHARACTERISTICS	AVERAGES Region	National
Principle Sources for Acquisition of Managerial Skills		
Degree in business or management	23.148*	22.037
Management experience in business or industry	25.000*	29.259
Training from short-term seminars and workshops	55.556*	50.370
On-the-job training in management	62.963*	65.617
Personal reading on facilities and management	19.444*	11.914
Formal Training		
Recency of last management training	2.2685*	2.5988
Expectancy to attend training in near future	78.704	1.0593
Average Level of Need for Training Across 20 Dimensions	69.551	66.018
Months in Administrative Position	57.881	58.078
Administrative Level		
Executive director or chief administrator	29.630*	36.852
Assistant or service director	31.481*	22.901
Program or department manager	25.000*	25.494

STAFFING AT TRAINEE'S WORK SETTING	AVERAGES Region	National
Number of Professional FTEs	32.29	20.19
Number of Nonprofessional FTEs	57.07	37.17

Table 5. Region 2 (Continued)
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

ORGANIZATIONAL CHARACTERISTICS AT TRAINEE'S WORK SETTING	PERCENTAGES Region	National
Location of Facility		
Urban setting	36.84	37.89
Rural setting	29.82	34.28
Tax Exempt Status of Facility		
Non-profit operation	92.98	86.90
State or municipally operated	7.01	12.54
Programs Accredited by Commission on Accreditation of Rehabilitation Facilities	26.32	43.01
Type of Facility		
Medical rehabilitation center	1.81	1.44
Comprehensive services facility	43.64	29.32
Special-purpose facility	18.18	22.40
Sheltered workshop	54.55	50.61
Work/developmental/day activity center	29.09	42.47
Independent living center	5.45	5.12
Other	16.36	9.81
Facility Sizes		
Small (1-30 clients per day)	7.40	19.39
Small-Medium (31-70 clients per day)	14.81	29.61
Medium (71-100 clients per day)	12.96	15.56
Large (101+ clients per day)	64.81	35.42
Average Daily Client Load	189.24	123.57
Average Clients Per Year	404.60	263.14

Table Notes

1. Region 2 includes New Jersey, New York, Puerto Rico and the Virgin Islands.
2. Asterisked (*) items within the Needs and Trainee Characteristics section were identified as part of a pattern of variables which distinguish trainees in this region from trainees in all other regions. Two discriminant analyses were computed with variables from each section entered sequentially into the analyses based upon the variability accounted for by each additional variable. Interpretations of patterned differences are confined to variable. with standardized coefficients greater than .49.
3. National percents, rankings and means in the Needs and Trainee Characteristics sections are based on responses from 1624 persons while those in the Staffing and the Organizational Characteristics sections are for 923 facilities represented in the survey. Regional percents, rankings and means are correspondingly based on 108 responses and 57 facilities.

Region 3

Region 3 includes the middle-Atlantic states; Delaware, Maryland, Pennsylvania, Virginia, West Virginia and the District of Columbia. Table 6 compares and summarizes the profiles of needs and characteristics for administrators and facilities in Region 3 with similar national indicators.

Trainee Needs

Administrators in Region 3 report only a very slightly differentiated pattern of training needs involving 2 of the 20 needs when compared to the other nine regions (see Table Note 2). They report a moderately greater need for training in Business planning and marketing (77.8% versus 74.4%) and moderately lesser need for training in Organizational principles and practices (70.6% versus 76.7%). The five primary priority needs of Region 3 administrators are in:

Business planning and marketing (79%),
Computers in information management (76%), and
Organizational planning (75%).

Their secondary needs are in:

Business operations: Production efficiency (74%),
Business operations: Contract development (73%),
Organizational principles and practices (71%),
Community image and fund raising (70%),
Business expansion (68%), and
Personnel administration and management (67%).

The lowest priority training needs are in:

Risk liability, protection, insurance (57%),
Organizational continuity, consistency, stability (56%),
Resolving personnel issues (51%), and
Governing body/board of directors (50%).

Trainees Characteristics

No unique pattern of respondent characteristics was identified for administrators in Region 3. On the average they were typically in their administrative position approximately three-quarters of a year longer than

administrators from other regions (65 versus 57 months). Also, on the average, a lower proportion of Region 3 administrators viewed short-term training as a primary source for their skill development (43 versus 50%) and a slightly higher proportion say on-the-job training was a primary source for them (70 versus 65%).

Staffing and Organizational Characteristics

More professional and non-professional staff are employed per facility in Region 3 than is the case nationally. This staffing appears to be in keeping with the size and complexity of facilities in this region. In general, greater proportions of facilities in the region are larger and offer a more complex array of services. The average facility in Region 3 employs 26 professional staff and 54 non-professional staff (both about one-third more than the national rates) and serve half again as many clients per facility on a daily (194 versus 124 clients per day) and annual basis (352 versus 263 per year). Nearly 90% of these facilities are non-profit. Almost two-thirds are sheltered workshops and approximately 40% report their facility offers comprehensive services, but only 26% are work activity centers compared with 42% nationally. Only 25% of facilities in Region 3 report that any of their programs are accredited by CARF.

Table 6. Region 3
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

PRIORITY TRAINING NEEDS	PERCENTAGES Region	National	RANKS Region	National
Business planning and marketing	78.867*	74.897	1	4
Computers in information management	76.471	76.193	2	3
Organizational planning	75.163	78.272	3	1
Business operations: Production efficiency	73.775	71.042	4	5
Business operations: Contract development	73.296	70.935	5	6
Organizational principles and practices	71.522*	76.314	6	2
Community image and fund raising	69.935	70.926	7	7
Business and workshop expansion	68.366	66.481	8	10
Personnel administration and management	66.853	67.610	9	8
Management techniques	65.196	66.744	10	9
Fiscal procedures	63.529	62.284	11	15
Risk prevention and control	63.339	62.351	12	14
Information systems: Access, control, utilization	61.905	63.227	13	11
Effective use of core work force	61.874	62.860	14	12
Administrative responsibilities	61.111	62.623	15	13
Design and layout of facility, plant and work areas	59.641	60.833	16	16
Risk liability, protection, insurance	57.124	59.531	17	17
Organizational continuity, consistency, stability	56.209	58.202	18	18
Resolving personnel issues	51.373	54.568	19	19
Governing body/board of directors	49.782	54.475	20	20

TRAINEE CHARACTERISTICS	AVERAGES Region	National
Principle Sources for Acquisition of Managerial Skills		
Degree in business or management	20.915	22.037
Management experience in business or industry	27.451	29.259
Training from short-term seminars and workshops	43.137	50.370
On-the-job training in management	70.588	65.617
Personal reading on facilities and management	13.072	11.914
Formal Training		
Recency of last management training	2.7255	2.5988
Expectancy to attend training in near future	73.203	1.0593
Average Level of Need for Training Across 20 Dimensions	65.266	66.018
Months in Administrative Position	65.341	58.078
Administrative Level		
Executive director or chief administrator	37.255	36.852
Assistant or service director	20.261	22.901
Program or department manager	22.222	25.494

STAFFING AT TRAINEE'S WORK SETTING	AVERAGES Region	National
Number of Professional FTEs	26.07	20.19
Number of Nonprofessional FTEs	53.57	37.17

Table 6. Region 3 (Continued)
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

ORGANIZATIONAL CHARACTERISTICS AT TRAINEE'S WORK SETTING	PERCENTAGES Region	National
Location of Facility		
Urban setting	39.77	37.89
Rural setting	31.82	34.28
Tax Exempt Status of Facility		
Non-profit operation	89.53	86.90
State or municipally operated	10.46	12.54
Programs Accredited by Commission on Accreditation of Rehabilitation Facilities	25.00	43.01
Type of Facility		
Medical rehabilitation center	1.16	1.44
Comprehensive services facility	39.53	29.32
Special-purpose facility	22.09	22.40
Sheltered workshop	63.95	50.61
Work/developmental/day activity center	25.58	42.47
Independent living center	0.00	5.12
Other	5.81	9.81
Facility Sizes		
Small (1-30 clients per day)	16.04	19.39
Small-Medium (31-70 clients per day)	24.69	29.61
Medium (71-100 clients per day)	20.98	15.56
Large (101+ clients per day)	38.27	35.42
Average Daily Client Load	194.17	123.57
Average Clients Per Year	352.00	263.14

Table Notes

1. Region 3 includes the District of Columbia, Delaware, Maryland, Pennsylvania, Virginia and West Virginia.
2. Asterisked (*) items within the Needs and Trainee Characteristics section were identified as part of a pattern of variables which distinguish trainees in this region from trainees in all other regions. Two discriminant analyses were computed with variables from each section entered sequentially into the analyses based upon the variability accounted for by each additional variable. Interpretations of patterned differences are confined to variables with standardized coefficients greater than .49.
3. National percents, rankings and means in the Needs and Trainee Characteristics sections are based on responses from 1624 persons while those in the Staffing and the Organizational Characteristics sections are for 923 facilities represented in the survey. Regional percents, rankings and means are correspondingly based on 155 responses and 88 facilities.

Region 4

Region 4 includes the southeastern states: Alabama, Florida, Georgia, North and South Carolina, Kentucky, Mississippi, and Tennessee. Table 7 compares and summarizes the profiles of needs and characteristics for administrators and facilities in Region 4 with similar national indicators.

Training Needs

Administrators in Region 4 have distinctive needs for training which are only slightly different from those of administrators in other regions. This distinctive pattern involves only 4 of the 20 needs when compared to the other nine regions (see Table Note 2). They have slightly greater needs for training in presenting their Community image and fund raising (73.1 versus 70.3%) and in Business operations: Production efficiency (73.1% versus 70.5%) and slightly lesser needs for training in Business planning and marketing (71.3% versus 75.3%) and in working with a Governing body/board of directors (50.3% versus 55.1%). Region 4 administrator's primary priority training needs are in:

Computers in information management (77%),
Organizational planning (77%), and
Organizational principles and practices (75%).

Their secondary needs are in:

Community image and fund raising (73%),
Business operations: Production efficiency (73%),
Business planning and marketing (72%),
Business operations: Contract development (70%),
Management techniques (67%), and
Personnel administration and management (67%).

Their lowest priority needs are in:

Risk liability, protection, insurance (59%),
Resolving personnel issues (57%),
Organizational continuity, consistency, stability (57%), and
Governing body/board of directors (50%).

Trainees Characteristics

Administrators in Region 4, on the average, have not attended management training as recently as administrators in other regions. Though they view their on-the-job training in rehabilitation and the management seminars and workshops they attended as primary sources of training, these seminars are considered slightly more important to them (58% versus 49%) and it appears that they are less likely to hold an academic degree in business or management (16% versus 23%).

Staffing and Organizational Characteristics

Facilities in Region 4 employ fewer staff than do facilities in other regions and, therefore, serve fewer clients per facility, both daily and annually. Even though the average number of clients served daily is 74 (compared with 124 nationally) and annually is 182 (compared with 124 and 263, repectively, nationally), 62% of all facilities in Region 4 serve 70 or fewer clients per day. Region 3 has one of the highest proportions of state/municipally operated facilities (29 versus 13%) and has both lower proportions of sheltered (40 versus 50%) and comprehensive facilities (21 versus 29%) than is the case nationally.

Table 7. Region 4
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

PRIORITY TRAINING NEEDS	PERCENTAGES Region	PERCENTAGES National	RANKS Region	RANKS National
Computers in information management	77.376	76.193	1	3
Organizational planning	77.108	78.272	2	1
Organizational principles and practices	75.330	76.314	3	2
Community image and fund raising	73.405*	70.926	4	7
Business operations: Production efficiency	73.343*	71.042	5	5
Business planning and marketing	71.620*	74.897	6	4
Business operations: Contract development	70.396	70.935	7	6
Management techniques	66.968	66.744	8	9
Personnel administration and management	66.609	67.610	9	8
Information systems: Access, control, utilization	64.601	63.227	10	11
Risk prevention and control	64.184	62.351	11	14
Effective use of core work force	64.123	62.860	12	12
Business and workshop expansion	63.936	66.481	13	10
Fiscal procedures	63.253	62.284	14	15
Administrative responsibilities	63.052	62.623	15	13
Design and layout of facility, plant and work areas	62.149	60.833	16	16
Risk liability, protection, insurance	58.956	59.531	17	17
Resolving personnel issues	56.867	54.568	18	19
Organizational continuity, consistency, stability	56.827	58.202	19	18
Governing body/board of directors	50.469*	54.475	20	20

TRAINEE CHARACTERISTICS	AVERAGES Region	AVERAGES National
Principle Sources for Acquisition of Managerial Skills		
Degree in business or management	15.663*	22.037
Management experience in business or industry	28.916*	29.259
Training from short-term seminars and workshops	58.233*	50.370
On-the-job training in management	65.462*	65.617
Personal reading on facilities and management	11.245*	11.914
Formal Training		
Recency of last management training	2.6627*	2.5988
Expectancy to attend training in near future	74.699	1.0593
Average Level of Need for Training Across 20 Dimensions	66.029	66.018
Months in Administrative Position	60.021	58.078
Administrative Level		
Executive director or chief administrator	38.956	36.852
Assistant or service director	20.080	22.901
Program or department manager	23.695	25.494

STAFFING AT TRAINEE'S WORK SETTING	AVERAGES Region	AVERAGES National
Number of Professional FTEs	14.78	20.19
Number of Nonprofessional FTEs	25.70	37.17

Table 7. Region 4 (Continued)
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

ORGANIZATIONAL CHARACTERISTICS AT TRAINEE'S WORK SETTING	PERCENTAGES Region	National
Location of Facility		
Urban setting	33.77	37.89
Rural setting	35.10	34.28
Tax Exempt Status of Facility		
Non-profit operation	70.78	86.90
State or municipally operated	28.57	12.54
Programs Accredited by Commission on Accreditation of Rehabilitation Facilities	33.77	43.01
Type of Facility		
Medical rehabilitation center	0.66	1.44
Comprehensive services facility	21.19	29.32
Special-purpose facility	24.50	22.40
Sheltered workshop	40.40	50.61
Work/developmental/day activity center	46.36	42.47
Independent living center	5.29	5.12
Other	7.28	9.81
Facility Sizes		
Small (1-30 clients per day)	24.29	19.39
Small-Medium (31-70 clients per day)	38.10	29.61
Medium (71-100 clients per day)	16.32	15.56
Large (101+ clients per day)	21.08	35.42
Average Daily Client Load	73.63	123.57
Average Clients Per Year	182.00	263.14

Table Notes

1. Region 4 includes Alabama, Florida, Georgia, North and South Carolina, Kentucky, Mississippi and Tennessee.
2. Asterisked (*) items within the Needs and Trainee Characteristics section were identified as part of a pattern of variables which distinguish trainees in this region from trainees in all other regions. Two discriminant analyses were computed with variables from each section entered sequentially into the analyses based upon the variability accounted for by each additional variable. Interpretations of patterned differences are confined to variables with standardized coefficients greater than .49.
3. National percents, rankings and means in the Needs and Trainee Characteristics sections are based on responses from 1624 persons while those in the Staffing and the Organizational Characteristics sections are for 923 facilities represented in the survey. Regional percents, rankings and means are correspondingly based on 250 responses and 154 facilities.

Region 5

Region 5 includes the Great Lakes states, Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin. Table 8 compares and summarizes the profiles of needs and characteristics for administrators and facilities in Region 5 with similar national indicators.

Training Needs

Training needs of administrators in Region 5, for all practical purposes, are indistinguishable from the needs of administrators in other regions, with one exception. They report a moderately greater need for training in Personnel administration and management than do other administrators (71.6% versus 66.1%). Region 5's primary priority training needs, therefore, are in:

Organizational planning (80%),
Computers in information management (78%),
Organizational principles and practices (77%), and
Business planning and marketing (76%).

Their secondary needs are in:

Business operations: Production efficiency (73%),
Personnel administration and management (72%),
Community image and fund raising (71%),
Business operations: Contract development (71%)
Business expansion (69%), and
Management techniques (68%).

Their lowest priority needs are in:

Resolving personnel issues (58%), and
Governing body/board of directors (57%).

Trainee Characteristics

Region 5 administrators report a greater readiness to receive management training within the next 12 months than do administrators in other regions (83% versus 73% for other regions). The sources they identify as primary for their skills acquisitions, the overall level of need for training, and the

proportions of administrators who are executive directors, assistant directors, and program managers are all generally consistent with similar averages nationally.

Organizational Characteristics

The average numbers of professional and non-professional personnel employed in Region 5 facilities is comparable to national averages, as are distributions of facilities in rural and urban settings and proportions that are non-profit and government operated. Also consistent with the national picture are the proportions of facilities in the region which report their facility as medical, comprehensive, special-purpose, sheltered, day activity, independent living and others centers. They differ from facilities in other regions in that the average facility in the region is larger and serve higher than average numbers of clients daily and annually, while being staffed with numbers of professional and non-professional staff similar to the national averages. Approximately 65% of facilities in Region 5 serve more than 70 clients per day for an average daily client load of 157 and an annual client population of 360 (compared with 124 and 263, respectively, nationally). More than half of Region 5 facilities report having one or more of their programs accredited by CARF, a larger than typical proportion (54 versus 43%).

Table 8. Region 5
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

PRIORITY TRAINING NEEDS	PERCENTAGES Region	PERCENTAGES National	RANKS Region	RANKS National
Organizational planning	80.127	78.272	1	1
Computers in information management	77.806	76.193	2	3
Organizational principles and practices	76.890	76.314	3	2
Business planning and marketing	76.371	74.897	4	4
Business operations: Production efficiency	73.070	71.042	5	5
Personnel administration and management	71.573*	67.610	6	8
Community image and fund raising	71.477	70.926	7	7
Business operations: Contract development	70.814	70.935	8	6
Business and workshop expansion	69.468	66.481	9	10
Management techniques	67.532	66.744	10	9
Effective use of core work force	65.148	62.860	11	12
Information systems: Access, control, utilization	64.665	63.227	12	11
Administrative responsibilities	64.051	62.623	13	13
Risk prevention and control	62.831	62.351	14	14
Fiscal procedures	62.506	62.284	15	15
Risk liability, protection, insurance	62.481	59.531	16	17
Design and layout of facility, plant and work areas	61.709	60.833	17	16
Organizational continuity, consistency, stability	60.380	58.202	18	18
Resolving personnel issues	57.772	54.568	19	19
Governing body/board of directors	57.384	54.475	20	20

TRAINEE CHARACTERISTICS	AVERAGES Region	AVERAGES National
Principle Sources for Acquisition of Managerial Skills		
Degree in business or management	25.316	22.037
Management experience in business or industry	27.595	29.259
Training from short-term seminars and workshops	48.861	50.370
On-the-job training in management	67.342	65.617
Personal reading on facilities and management	14.177	11.914
Formal Training		
Recency of last management training	2.5570	2.5988
Expectancy to attend training in near future	82.532*	1.0593
Average Level of Need for Training Across 20 Dimensions	67.703	66.018
Months in Administrative Position	59.953	58.078
Administrative Level		
Executive director or chief administrator	36.962	36.852
Assistant or service director	23.797	22.901
Program or department manager	26.582	25.494

STAFFING AT TRAINEE'S WORK SETTING	AVERAGES Region	AVERAGES National
Number of Professional FTEs	22.61	20.19
Number of Nonprofessional FTEs	34.27	37.17

Table 8. Region 5 (Continued)
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

ORGANIZATIONAL CHARACTERISTICS AT TRAINEE'S WORK SETTING	PERCENTAGES Region	National
Location of Facility		
Urban setting	34.98	37.89
Rural setting	38.12	34.28
Tax Exempt Status of Facility		
Non-profit operation	89.95	86.90
State or municipally operated	9.13	12.54
Programs Accredited by Commission on Accreditation of Rehabilitation Facilities	54.26	43.01
Type of Facility		
Medical rehabilitation center	1.38	1.44
Comprehensive services facility	30.09	29.32
Special-purpose facility	18.96	22.40
Sheltered workshop	50.46	50.61
Work/developmental/day activity center	52.31	42.47
Independent living center	2.77	5.12
Other	9.25	9.81
Facility Sizes		
Small (1-30 clients per day)	10.52	19.39
Small-Medium (31-70 clients per day)	23.92	29.61
Medium (71-100 clients per day)	15.78	15.56
Large (101+ clients per day)	49.76	35.42
Average Daily Client Load	156.80	123.57
Average Clients Per Year	359.70	263.14

Table Notes

1. Region 5 includes Wisconsin, Illinois, Indiana, Michigan, Minnesota and Ohio.
2. Asterisked (*) items within the Needs and Trainee Characteristics section were identified as part of a pattern of variables which distinguish trainees in this region from trainees in all other regions. Two discriminant analyses were computed with variables from each section entered sequentially into the analyses based upon the variability accounted for by each additional variable. Interpretations of patterned differences are confined to variables with standardized coefficients greater than .49.
3. National percents, rankings and means in the Needs and Trainee Characteristics sections are based on responses from 1624 persons while those in the Staffing and the Organizational Characteristics sections are for 923 facilities represented in the survey. Regional percents, rankings and means are correspondingly based on 395 responses and 223 facilities.

Region 6

Region 6 includes the south and southwestern states of Arkansas, Louisiana, Texas, Oklahoma, and New Mexico. Table 9 compares and summarizes the profiles of needs and characteristics for administrators and facilities in Region 6 with similar national indicators.

Training Needs

Administrators in Region 6 report a generally lower overall profile involving four of the five needs when compared to the other nine regions (see Table Note 2). They report a general, moderately lower profile of needs for training in Business operations: Contract development (67.7% versus 71%), in Business expansion (55.6% versus 67.2%), in Business operations: Production efficiency (63.6% versus 71.5%) and in Computers in information management (68% versus 76.7%) and a negligible (though significant) higher need in Design and layout of facility, plant and work areas (60.8% and 60.7%). The primary priority needs in Region 6 are in:

Organizational planning (76%) and
Organizational principles and practices (76%),

Their secondary needs are in:

Community image and fund raising (69%),
Computers in information management (68%),
Business operations: Contract development (68%), and
Management techniques (66%).

Their lowest needs are in:

Fiscal procedures (59%),
Risk prevention and control (58%),
Information systems: Access, control, utilization (58%),
Effective use of core work force (56%),
Business expansion (56%),
Risk liability, protection, insurance (55%),
Organizational continuity, consistency, stability (55%),
Governing body/board of directors (52%), and
Resolving personnel issues (50%).

Trainee Characteristics

Region 6 administrators report a moderate, overall lower level of training need than do administrators in other regions (62% versus 66% average across the 20 needs). They do not differ remarkably from facility administrators in other regions in terms of sources for their skill management, in their recency and expectations to attend training, in their administrative tenure, or in the proportions of responding administrators in the three different administrative levels.

Staffing and Organizational Characteristics

Facilities in Region 6 are generally smaller than those in other regions, with a notably larger number of non-professional employees on their staff, and are most likely to be located in urban or suburban settings. A higher proportion of Region 6 facilities report that they are sheltered workshops (62 versus 52%) or medical (5 versus 1%) and a lower proportion are day activity centers (30 versus 42%). While the average facility in Region 6 serves 112 clients per day and 211 clients annually with 28 professional staff and 71 non-professional staff (compared with 20 and 37 nationally), 68% of facilities in Region 6 serve 70 or fewer clients per day.

Table 9. Region 6
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

PRIORITY TRAINING NEEDS	PERCENTAGES Region	National	RANKS Region	National
Organizational planning	75.610	78.272	1	1
Organizational principles and practices	75.552	76.314	2	2
Community image and fund raising	68.564	70.926	3	7
Computers in information management	68.022*	76.193	4	3
Business operations: Contract development	67.712*	70.935	5	6
Management techniques	65.650	66.744	6	9
Business planning and marketing	64.770	74.897	7	4
Administrative responsibilities	63.821	62.623	8	13
Business operations: Production efficiency	63.618*	71.042	9	5
Personnel administration and management	62.718	67.610	10	8
Design and layout of facility, plant and work areas	60.772*	60.833	11	16
Fiscal procedures	59.431	62.284	12	15
Risk prevention and control	58.315	62.351	13	14
Information systems: Access, control, utilization	57.840	63.227	14	11
Effective use of core work force	56.098	62.860	15	12
Business and workshop expansion	55.610*	66.481	16	10
Risk liability, protection, insurance	55.122	59.531	17	17
Organizational continuity, consistency, stability	55.081	58.202	18	18
Governing body/board of directors	51.626	54.475	19	20
Resolving personnel issues	49.756	54.568	20	19

TRAINEE CHARACTERISTICS	AVERAGES Region	National
Principle Sources for Acquisition of Managerial Skills		
Degree in business or management	16.260	22.037
Management experience in business or industry	34.959	29.259
Training from short-term seminars and workshops	51.220	50.370
On-the-job training in management	65.854	65.617
Personal reading on facilities and management	12.195	11.914
Formal Training		
Recency of last management training	2.7154	2.5988
Expectancy to attend training in near future	69.106	1.0593
Average Level of Need for Training Across 20 Dimensions	61.784*	66.018
Months in Administrative Position	60.269	58.078
Administrative Level		
Executive director or chief administrator	42.276	36.852
Assistant or service director	20.325	22.901
Program or department manager	24.390	25.494

STAFFING AT TRAINEE'S WORK SETTING	AVERAGES Region	National
Number of Professional FTEs	27.75	20.19
Number of Nonprofessional FTEs	70.53	37.17

Table 9. Region 6 (Continued)
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

ORGANIZATIONAL CHARACTERISTICS AT TRAINEE'S WORK SETTING	PERCENTAGES Region	National
Location of Facility		
Urban setting	48.65	37.89
Rural setting	28.38	34.28
Tax Exempt Status of Facility		
Non-profit operation	83.56	86.90
State or municipally operated	13.69	12.54
Programs Accredited by Commission on Accreditation of Rehabilitation Facilities	21.62	43.01
Type of Facility		
Medical rehabilitation center	5.40	1.44
Comprehensive services facility	29.73	29.32
Special-purpose facility	21.62	22.40
Sheltered workshop	60.81	50.61
Work/developmental/day activity center	29.73	42.47
Independent living center	9.45	5.12
Other	12.16	9.81
Facility Sizes		
Small (1-30 clients per day)	36.23	19.39
Small-Medium (31-70 clients per day)	31.88	29.61
Medium (71-100 clients per day)	8.69	15.56
Large (101+ clients per day)	23.18	35.42
Average Daily Client Load	111.78	123.57
Average Clients Per Year	210.60	263.14

Table Notes

1. Region 6 includes Arkansas, Louisiana, Texas, Oklahoma and New Mexico.
2. Asterisked (*) items within the Needs and Trainee Characteristics section were identified as part of a pattern of variables which distinguish trainees in this region from trainees in all other regions. Two discriminant analyses were computed with variables from each section entered sequentially into the analyses based upon the variability accounted for by each additional variable. Interpretations of patterned differences are confined to variables with standardized coefficients greater than .49.
3. National percents, rankings and means in the Needs and Trainee Characteristics sections are based on responses from 1624 persons while those in the Staffing and the Organizational Characteristics sections are for 923 facilities represented in the survey. Regional percents, rankings and means are correspondingly based on 123 responses and 74 facilities.

Region 7

Region 7 includes the Great Plains states; Iowa, Kansas, Missouri, and Nebraska. Table 10 compares and summarizes the profiles of needs and characteristics for administrators and facilities in Region 7 with similar national indicators.

Training Needs

Administrators in Region 7 report a distinctive profile of needs involving only 3 of the 20 needs when compared to the other nine regions (see Table Note 2). They have moderately greater needs for training in working with their Governing body/board of directors (60.7% versus 53.9%) and in Business operations: Contract development (77.9% versus 70.2%), but slightly lower need for training in Fiscal procedures (60.1% and 62.3%). Region 7 administrator's top priority training needs are in:

Organizational planning (80%),
Business planning and marketing (78%),
Business operations: Contract development (78%),
Organizational principles and practices (77%),
Community image and fund raising (76%),
Computers in information management (76%), and
Business operations: Production efficiency (75%).

Their secondary needs are in:

Business expansion (73%) and
Personnel administration and management (66%).

Their lowest priority training needs are in:

Organizational continuity, consistency, stability (58%) and
Resolving personnel issues (55%).

Trainee Characteristics

Administrators in Region 7 have more recently attended managment training and report a greater interest in attending additional management training within the next 12 months (83% versus 74%). Like other administrators, they are apt to identify on-the-job training and management

seminars and workshops they have attended as being their primary sources of management training. They are also, however, apt to view their on-the-job-training as of considerably lesser importance (56% versus 66%), their degree in management or business as of greater importance (31% versus 21%), and independent reading in management as of slightly lesser importance than do other administrators. They are similar to other administrators in their overall level of need for training, tenure, and proportions of respondents at the three administrative levels.

Staffing and Organizational Characteristics

One-third of facilities in Region 7 serve 30 or fewer clients per day and two-thirds serve under 71 clients per day. Regional average numbers of clients served daily (75) and served annually (178) are also approximately two-thirds of corresponding national averages. Staff size is only slightly lower than average. Proportions of non-profit facilities are among the highest in this region, as is the proportion of facilities with programs accredited by CARF (63 versus 43), the percent of facilities in rural settings (46 versus 34%), and the percent of independent living centers (15 versus 5%).

Table 10. Region 7
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

PRIORITY TRAINING NEEDS	PERCENTAGES Region	PERCENTAGES National	RANKS Region	RANKS National
Organizational planning	79.911	78.272	1	1
Business planning and marketing	77.976	74.897	2	4
Business operations: Contract development	77.934*	70.935	3	6
Organizational principles and practices	77.423	76.314	4	2
Community image and fund raising	76.488	70.926	5	7
Computers in information management	75.595	76.193	6	3
Business operations: Production efficiency	75.000	71.042	7	5
Business and workshop expansion	73.214	66.481	8	10
Personnel administration and management	65.816	67.610	9	8
Management techniques	65.402	66.744	10	9
Information systems: Access, control, utilization	64.668	63.227	11	11
Effective use of core work force	63.690	62.860	12	12
Administrative responsibilities	62.500	62.623	13	13
Design and layout of facility, plant and work areas	61.607	60.833	14	16
Governing body/board of directors	60.714*	54.475	15	20
Risk prevention and control	60.552	62.351	16	14
Risk liability, protection, insurance	60.536	59.531	17	17
Fiscal procedures	60.089*	62.284	18	15
Organizational continuity, consistency, stability	58.482	58.202	19	18
Resolving personnel issues	55.179	54.568	20	19

TRAINEE CHARACTERISTICS	AVERAGES Region	AVERAGES National
Principle Sources for Acquisition of Managerial Skills		
Degree in business or management	31.250*	22.037
Management experience in business or industry	33.036*	29.259
Training from short-term seminars and workshops	55.357*	50.370
On-the-job training in management	56.250*	65.617
Personal reading on facilities and management	7.142*	11.914
Formal Training		
Recency of last management training	2.3304*	2.5988
Expectancy to attend training in near future	83.929*	1.0593
Average Level of Need for Training Across 20 Dimensions	67.639	66.018
Months in Administrative Position	52.777	58.078
Administrative Level		
Executive director or chief administrator	43.750	36.852
Assistant or service director	24.107	22.901
Program or department manager	24.107	25.494

STAFFING AT TRAINEE'S WORK SETTING	AVERAGES Region	AVERAGES National
Number of Professional FTEs	16.93	20.19
Number of Nonprofessional FTEs	32.54	37.17

Table 10. Region 7 (Continued)
Training Needs, Trainee Characteristics, and Staffing and Organizational Characteristics at Trainee's Work Setting

ORGANIZATIONAL CHARACTERISTICS AT TRAINEE'S WORK SETTING	PERCENTAGES Region	National
Location of Facility		
Urban setting	29.58	37.89
Rural setting	46.48	34.28
Tax Exempt Status of Facility		
Non-profit operation	94.29	86.90
State or municipally operated	5.71	12.54
Programs Accredited by Commission on Accreditation of Rehabilitation Facilities	61.11	43.01
Type of Facility		
Medical rehabilitation center	1.40	1.44
Comprehensive services facility	23.94	29.32
Special-purpose facility	16.90	22.40
Sheltered workshop	49.30	50.61
Work/developmental/day activity center	45.07	42.47
Independent living center	15.49	5.12
Other	7.04	9.81
Facility Sizes		
Small (1-30 clients per day)	32.83	19.39
Small-Medium (31-70 clients per day)	34.33	29.61
Medium (71-100 clients per day)	5.97	15.56
Large (101+ clients per day)	26.86	35.42
Average Daily Client Load	75.00	123.57
Average Clients Per Year	178.10	263.14

Table Notes

1. Region 7 includes Iowa, Kansas, Missouri and Nebraska.
2. Asterisked (*) items within the Needs and Trainee Characteristics section were identified as part of a pattern of variables which distinguish trainees in this region from trainees in all other regions. Two discriminant analyses were computed with variables from each section entered sequentially into the analyses based upon the variability accounted for by each additional variable. Interpretations of patterned differences are confined to variables with standardized coefficients greater than .49.
3. National percents, rankings and means in the Needs and Trainee Characteristics sections are based on responses from 1624 persons while those in the Staffing and the Organizational Characteristics sections are for 923 facilities represented in the survey. Regional percents, rankings and means are correspondingly based on 112 responses and 72 facilities.

Region 8

Region 8 includes the western states, Colorado, Montana, North and South Dakota, Utah, and Wyoming. Table 11 compares and summarizes the profiles of needs and characteristics for administrators and facilities in Region 8 with similar national indicators.

Training Needs

In general, the pattern of training needs for administrators in Region 8 is indistinguishable from that of administrators in other regions. The one exception is that they report a considerably greater need for training in Effective use of core work force (73.9 versus 62.3%) than do other regions. Region 8 facility administrator's top primary training needs are in:

Organizational principles and practices (81%),
Computers in information management (80%),
Organizational planning (79%),
Business planning and marketing (79%), and
Business operations: Contract development (76%).

Their secondary needs are in:

Business operations: Production efficiency (74%),
Effective use of core work force (74%),
Business expansion (74%),
Personnel administration and management (73%),
Management techniques (70%),
Community image and fund raising (69%), and
Design and layout of facility, plant and work areas (68%).

Their lowest priority needs are in:

Resolving personnel issues (59%),
Organizational continuity, consistency, stability (59%), and
Governing body/board of directors (54%).

Trainee Characteristics

No distinguishable set of characteristics could be identified for administrators in Region 8. Their overall level of need for training, longevity on the job, recency and expectation to attend training, the patterns of sources they identify as important in acquiring management skills

and the proportions of respondents from the region at each administrative level are similar to those nationally.

Staffing and Organizational Characteristics

More than half of facilities in Region 8 are in rural areas and only 30% are in urban areas. Facilities in this region having fewer staff (professional and non-professional) and serve fewer clients per day (86 versus 124 clients) and fewer clients per year (130 versus 263) than is the case nationally. Facilities in Region 8 appear to more likely be sheltered workshops (57%), or work activities centers (57%), or comprehensive service centers (35%) compared to national proportions (51%, 42% and 29%, respectively). A larger proportion of facilities are in the 71 to 100 clients per day range (29% versus 15%). Approximately 45% of facilities in Region 8 report that at least one of their programs is CARF accredited, compared to 43 nationally.

Table 11. Region 8
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

PRIORITY TRAINING NEEDS	PERCENTAGES Region	PERCENTAGES National	RANKS Region	RANKS National
Organizational principles and practices	80.595	76.314	1	2
Computers in information management	80.000	76.193	2	3
Organizational planning	79.167	78.272	3	1
Business planning and marketing	78.889	74.897	4	4
Business operations: Contract development	76.429	70.935	5	6
Business operations: Production efficiency	73.958	71.042	6	5
Effective use of core work force	73.889*	62.860	7	12
Business and workshop expansion	73.667	66.481	8	10
Personnel administration and management	73.095	67.610	9	8
Management techniques	69.583	66.744	10	9
Community image and fund raising	69.444	70.926	11	7
Design and layout of facility, plant and work areas	68.333	60.833	12	16
Information systems: Access, control, utilization	65.476	63.227	13	11
Risk prevention and control	65.152	62.351	14	14
Fiscal procedures	61.667	62.284	15.5	15
Risk liability, protection, insurance	61.667	59.531	15.5	17
Administrative responsibilities	60.000	62.623	17	13
Resolving personnel issues	59.000	54.568	18	19
Organizational continuity, consistency, stability	58.542	58.202	19	18
Governing body/board of directors	54.167	54.475	20	20

TRAINEE CHARACTERISTICS	AVERAGES Region	AVERAGES National
Principle Sources for Acquisition of Managerial Skills		
Degree in business or management	26.667	22.037
Management experience in business or industry	36.667	29.259
Training from short-term seminars and workshops	61.667	50.370
On-the-job training in management	61.667	65.617
Personal reading on facilities and management	6.666	11.914
Formal Training		
Recency of last management training	2.3167	2.5988
Expectancy to attend training in near future	78.333	1.0593
Average Level of Need for Training Across 20 Dimensions	69.136	66.018
Months in Administrative Position	61.701	58.078
Administrative Level		
Executive director or chief administrator	40.000	36.852
Assistant or service director	21.667	22.901
Program or department manager	26.667	25.494

STAFFING AT TRAINEE'S WORK SETTING	AVERAGES Region	AVERAGES National
Number of Professional FTEs	16.26	20.19
Number of Nonprofessional FTEs	23.03	37.17

Table 11. Region 8 (Continued)
Training Needs, Trainee Characteristics, and Staffing and Organizational Characteristics at Trainee's Work Setting

ORGANIZATIONAL CHARACTERISTICS AT TRAINEE'S WORK SETTING	PERCENTAGES Region	National
Location of Facility		
Urban setting	28.95	37.89
Rural setting	52.63	34.28
Tax Exempt Status of Facility		
Non-profit operation	86.84	86.90
State or municipally operated	13.15	12.54
Programs Accredited by Commission on Accreditation of Rehabilitation Facilities	44.74	43.01
Type of Facility		
Medical rehabilitation center	0.00	1.44
Comprehensive services facility	35.14	29.32
Special-purpose facility	24.32	22.40
Sheltered workshop	56.76	50.61
Work/developmental/day activity center	56.76	42.47
Independent living center	2.70	5.12
Other	16.21	9.81
Facility Sizes		
Small (1-30 clients per day)	17.14	19.39
Small-Medium (31-70 clients per day)	22.86	29.61
Medium (71-100 clients per day)	28.57	15.56
Large (101+ clients per day)	31.42	35.42
Average Daily Client Load	86.34	123.57
Average Clients Per Year	130.30	263.14

Table Notes

1. Region 8 includes Colorado, Montana, North and South Dakota, Utah and Wyoming.
2. Asterisked (*) items within the Needs and Trainee Characteristics section were identified as part of a pattern of variables which distinguish trainees in this region from trainees in all other regions. Two discriminant analyses were computed with variables from each section entered sequentially into the analyses based upon the variability accounted for by each additional variable. Interpretations of patterned differences are confined to variables with standardized coefficients greater than .49.
3. National percents, rankings and means in the Needs and Trainee Characteristics sections are based on responses from 1624 persons while those in the Staffing and the Organizational Characteristics sections are for 923 facilities represented in the survey. Regional percents, rankings and means are correspondingly based on 60 responses and 38 facilities.

Region 9

Region 9 includes the southwest and Pacific states of Arizona, Nevada, California, and Hawaii, the Pacific Islands and Canal Zone. Table 12 compares and summarizes the profiles of needs and characteristics for administrators and facilities in Region 9 with similar national indicators.

Training Needs

No distintive pattern of training needs could be identified for administrators in Region 9. The primary priority training needs for Region 9 administrators are in:

Computers in information management (79%),
Organizational principles and practices (78%),
Organizational planning (78%), and
Business planning and marketing (76%).

Their secondary needs are in:

Business operations: Production efficiency (71%),
Personnel administration and management (70%),
Business operations: Contract development (70%),
Management techniques (69%), and
Community image and fund raising (67%).

Their lowest priority training needs are in:

Organizational continuity, consistency, stability (59%),
Governing body/board of directors (56%), and
Resolving personnel issues (54%).

Trainee Characteristics

No distinctive pattern of trainee characteristics could be identified for administrators in Region 6. Their characteristics appear to be similar to those of other administrators, nationally.

Staffing and Organizational Characteristics

Facilities in Region 9 are almost exclusively non-profit, with more than 50% of the facilities located in urban areas. Their average daily and annual numbers of clients served differ marginally from national averages and the

proportions of small, small-medium, medium, and large facilities are also similar to national proportions. The average facility in this region employs about 60% of the number of professional FTEs as do facilities nationally (12 versus 20 FTEs). The highest proportion of facilities reporting CARF accreditation are in Region 9 (67% versus 43%).

Table 12. Region 9
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

PRIORITY TRAINING NEEDS	PERCENTAGES Region	National	RANKS Region	National
Computers in information management	78.607	76.193	1	3
Organizational principles and practices	77.878	76.314	2	2
Organizational planning	77.612	78.272	3	1
Business planning and marketing	75.622	74.897	4	4
Business operations: Production efficiency	70.522	71.042	5	5
Personnel administration and management	70.256	67.610	6	8
Business operations: Contract development	70.149	70.935	7	6
Management techniques	69.403	66.744	8	9
Community image and fund raising	67.330	70.926	9	7
Fiscal procedures	65.000	62.284	10	15
Risk prevention and control	64.925	62.351	11	14
Business and workshop expansion	64.328	66.481	12	10
Design and layout of facility, plant and work areas	63.433	60.833	13	16
Effective use of core work force	63.184	62.860	14	12
Information systems: Access, control, utilization	63.113	63.227	15	11
Administrative responsibilities	63.060	62.623	16	13
Risk liability, protection, insurance	62.985	59.531	17	17
Organizational continuity, consistency, stability	58.769	58.202	18	18
Governing body/board of directors	56.095	54.475	19	20
Resolving personnel issues	53.731	54.568	20	19

TRAINEE CHARACTERISTICS	AVERAGES Region	National
Principle Sources for Acquisition of Managerial Skills		
Degree in business or management	27.612	22.037
Management experience in business or industry	36.567	29.259
Training from short-term seminars and workshops	44.776	50.370
On-the-job training in management	64.925	65.617
Personal reading on facilities and management	8.955	11.914
Formal Training		
Recency of last management training	2.5896	2.5988
Expectancy to attend training in near future	78.358	1.0593
Average Level of Need for Training Across 20 Dimensions	66.800	66.018
Months in Administrative Position	60.008	58.078
Administrative Level		
Executive director or chief administrator	30.597	36.852
Assistant or service director	30.597	22.901
Program or department manager	23.134	25.494

STAFFING AT TRAINEE'S WORK SETTING	AVERAGES Region	National
Number of Professional FTEs	11.69	20.19
Number of Nonprofessional FTEs	31.41	37.17

Table 12. Region 9 (Continued)
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

ORGANIZATIONAL CHARACTERISTICS AT TRAINEE'S WORK SETTING	PERCENTAGES Region	National
Location of Facility		
Urban setting	53.01	37.89
Rural setting	21.69	34.28
Tax Exempt Status of Facility		
Non-profit operation	96.30	86.90
State or municipally operated	3.70	12.54
Programs Accredited by Commission on Accreditation of Rehabilitation Facilities	67.47	43.01
Type of Facility		
Medical rehabilitation center	1.23	1.44
Comprehensive services facility	24.69	29.32
Special-purpose facility	30.86	22.40
Sheltered workshop	54.32	50.61
Work/developmental/day activity center	46.91	42.47
Independent living center	6.17	5.12
Other	7.40	9.81
Facility Sizes		
Small (1-30 clients per day)	19.48	19.39
Small-Medium (31-70 clients per day)	32.47	29.61
Medium (71-100 clients per day)	14.28	15.56
Large (101+ clients per day)	33.76	35.42
Average Daily Client Load	117.79	123.57
Average Clients Per Year	276.90	263.14

Table Notes

1. Region 9 includes Arizona, California, Nevada, Hawaii and the Pacific Islands.
2. Asterisked (*) items within the Needs and Trainee Characteristics section were identified as part of a pattern of variables which distinguish trainees in this region from trainees in all other regions. Two discriminant analyses were computed with variables from each section entered sequentially into the analyses based upon the variability accounted for by each additional variable. Interpretations of patterned differences are confined to variables with standardized coefficients greater than .49.
3. National percents, rankings and means in the Needs and Trainee Characteristics sections are based on responses from 1624 persons while those in the Staffing and the Organizational Characteristics sections are for 923 facilities represented in the survey. Regional percents, rankings and means are correspondingly based on 134 responses and 83 facilities.

Region 10

Region 10 includes the northwest states, Idaho, Oregon, Washington, and Alaska. Table 13 compares and summarizes the profiles of needs and characteristics for administrators and facilities in Region 10 with similar national indicators.

Training Needs

A distinctive profile of training needs for administrators in Region 10 was identified involving 4 of the 20 needs when compared to the other nine regions (see Table Note 2). Administrators in this region have a considerably greater need for training in Business planning and marketing (84.1% versus 74.2%) and a slightly greater need for training in Organizational principles and practices (76% versus 79%), while reporting substantially to moderately lower needs for training in Risk prevention and control (51.5% versus 62.8%) and in the basics of Personnel administration and management (62.1% versus 67.8%). The primary priority training needs for administrators in Region 10 are in:

Business planning and marketing (84%) and
Organizational principles and practices (79%).

Their secondary needs are in:

Computers in information management (74%),
Organizational planning (74%),
Business expansion (73%),
Business operations: Contract development (72%),
Community image and fund raising (71%),
Business opeartions: Production efficiency (69%), and
Management techniques (68%).

Their lowest priority training needs are in:

Information systems: Access, control, utilization (59%),
Administrative responsibilities (57%),
Governing body/board of directors (56%),
Risk liability, protection, insurance (56%),
Organizational continuity, consistency, stability (55%),
Design and layout of facility, plant and work areas (52%),

Resolving personnel issues (52%), and
Risk prevention and control (52%).

Trainee Characteristics

Administrators in Region 10 were in their administrative position on an average of approximately four years, almost one year less than administrators in most other regions. The respondents were also more likely to be executive directors than assistant or program directors, than is the case in other regions (48% versus 36% for other regions).

Staffing and Organizational Characteristics

The average facility in Region 10 employs 55% fewer professional staff than other facilities, while only about 19% fewer non-professionals than other facilities nationally. The typical facility in Region 10 also serves notably fewer numbers of clients daily (88 versus 124) and fewer numbers of clients per year (115 versus 263). Greater proportions of facilities in this region are also in the 31 to 70 (50% versus 30%) and in the 71 to 100 clients per day range (23% versus 15%), however. In addition, a lower proportion of facilities report being day activity centers than do facilities in other regions (26% versus 42%).

Table 13. Region 10
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

PRIORITY TRAINING NEEDS	PERCENTAGES Region	PERCENTAGES National	RANKS Region	RANKS National
Business planning and marketing	84.074*	74.897	1	4
Organizational principles and practices	78.571*	76.314	2	2
Computers in information management	74.444	76.193	3	3
Organizational planning	73.889	78.272	4	1
Business and workshop expansion	73.111	66.481	5	10
Business operations: Contract development	71.746	70.935	6	6
Community image and fund raising	70.864	70.926	7	7
Business operations: Production efficiency	69.306	71.042	8	5
Management techniques	68.333	66.744	9	9
Fiscal procedures	62.111	62.284	10	15
Personnel administration and management	62.063	67.610	11	8
Effective use of core work force	60.370*	62.860	12	12
Information systems: Access, control, utilization	59.048	63.227	13	11
Administrative responsibilities	57.222	62.623	14	13
Governing body/board of directors	56.296	54.475	15	20
Risk liability, protection, insurance	56.000	59.531	16	17
Organizational continuity, consistency, stability	54.722	58.202	17	18
Design and layout of facility, plant and work areas	52.222	60.833	18	16
Resolving personnel issues	52.000	54.568	19	19
Risk prevention and control	51.515*	62.351	20	14

TRAINEE CHARACTERISTICS	AVERAGES Region	AVERAGES National
Principle Sources for Acquisition of Managerial Skills		
Degree in business or management	16.667	22.037
Management experience in business or industry	33.333	29.259
Training from short-term seminars and workshops	45.556	50.370
On-the-job training in management	70.000	65.617
Personal reading on facilities and management	11.111	11.914
Formal Training		
Recency of last management training	2.5556	2.5988
Expectancy to attend training in near future	80.000	1.0593
Average Level of Need for Training Across 20 Dimensions	64.395	66.018
Months in Administrative Position	46.667*	58.078
Administrative Level		
Executive director or chief administrator	47.778*	36.852
Assistant or service director	18.889*	22.901
Program or department manager	25.556*	25.494

STAFFING AT TRAINEE'S WORK SETTING	AVERAGES Region	AVERAGES National
Number of Professional FTEs	11.19	20.19
Number of Nonprofessional FTEs	30.02	37.17

Table 13. Region 10 (Continued)
Tra[illegible] Needs, Trainee Characteristics, and Staffing
and Org[illegible]zational Characteristics at Trainee's Work Setting

ORGANIZATIONAL CHARACTERISTICS AT TRAINEE'S WORK SETTING	PERCENTAGES Region	National
Location of Facility		
Urban setting	35.19	37.89
Rural setting	35.19	34.28
Tax Exempt Status of Facility		
Non-profit operation	90.57	86.90
State or municipally operated	9.43	12.54
Programs Accredited by Commission on Accreditation of Rehabilitation Facilities	50.00	43.01
Type of Facility		
Medical rehabilitation center	1.88	1.44
Comprehensive services facility	28.30	29.32
Special-purpose facility	28.30	22.40
Sheltered workshop	50.94	50.61
Work/developmental/day activity center	26.42	42.47
Independent living center	5.66	5.12
Other	9.43	9.81
Facility Sizes		
Small (1-30 clients per day)	17.30	19.39
Small-Medium (31-70 clients per day)	50.00	29.61
Medium (71-100 clients per day)	23.07	15.56
Large (101+ clients per day)	9.61	35.42
Average Daily Client Load	87.56	123.57
Average Clients Per Year	114.90	263.14

Table Notes

1. Region 10 includes Idaho, Oregon, Washington and Alaska.
2. Asterisked (*) items within the Needs and Trainee Characteristics section were identified as part of a pattern of variables which distinguish trainees in this region from trainees in all other regions. Two discriminant analyses were computed with variables from each section entered sequentially into the analyses based upon the variability accounted for by each additional variable. Interpretations of patterned differences are confined to variables with standardized coefficients greater than .49.
3. National percents, rankings and means in the Needs and Trainee Characteristics sections are based on responses from 1624 persons while those in the Staffing and the Organizational Characteristics sections are for 923 facilities represented in the survey. Regional percents, rankings and means are correspondingly based on 90 responses and 54 facilities.

CHAPTER VI

Patterns of Need for Administrators in Small, Small-Medium, Medium, and Large Facilities

Similarities and dissimilarities in patterns of needs and characteristics of trainees in small, small-medium, medium, and large facilities are discussed in this section.[9] Similar analytic techniques were used to determine similarities and dissimilarities as reported in the previous chapter. However, here, both patterned differences among the four sizes of facilities and distinguishing patterns for each size (in contrast to other size facilities) were identified.[10] First, the general picture of need differences and trainee differences are presented. Then, pictures of trainee needs and characteristics for each size facility are discussed.

As is evident from an examination the data presented on Table 14, when comparing the rank-orderings of needs for each size facility in relation to the overall national rankings, there is general consistency in levels of need between Small-Medium, Medium, and Large facilities. The needs which are most pressing for administrators in these three size facilities tend to be grouped similarly to that reported in Chapter II as primary (75% and above in need), secondary (66% to 74%), and least pressing (less than 60%) at the national level. Further, overall average percent of need across the four sized facilities is approximately 67% ($F = .64$, with 3 and 1350 degrees of freedom, $p = .587$). Different priorities of need are most evident, though when the

---

[9] Small facilities serve 1 to 30 clients per day, Small-Medium serve between 31 and 70 clients per day, Medium serve between 71 and 100 clients per day, Large facilities serve more than 100 more clients per day.

[10] Appendix F details the discriminant analyses conducted among the four size facilities on training needs, personal characteristics and staffing and organization characteristics at the respondent's work setting.

Table 14. Mean Percents and Ranking of Priority Training Needs for Different Size Facilities

Priority Training Needs	National Percent in Need	Percents for Facilities				Natl Rank	Ranks by Size			
		Small	Small-Medium	Medium	Large		Small	Small-Med.	Medium	Large
Organizational Planning	78.079	73.01	78.45	77.62	81.03	1	5	1	3	2
Organizational Principles and Practices	76.126	73.52	75.01	77.55	79.04	2	4	4	4	3
Computers in Information Management	76.006	63.74	77.19	83.33	82.54	3	13	3	1	1
Business Planning and Marketing	74.713	74.20	78.11	78.57	77.93	4	3	2	2	4
Business Operations: Production Efficiency	70.867	72.96	71.90	77.38	71.54	5	6	7	5	5
Business Operations: Contract Development	70.760	74.72	74.15	75.03	69.71	6	2	5	6	8
Community Image and Fund Raising	70.751	75.96	72.01	70.69	70.03	7	1	6	8	6
Personnel Administration and Management	67.433	65.27	66.70	68.84	69.17	8	8	10	10	9
Management Techniques	66.579	64.96	66.85	69.40	68.13	9	10	9	9	10
Business and Workshop Expansion	66.318	65.27	67.82	72.29	69.84	10	9	8	7	7
Information Systems: Access, Control, Utilization	63.072	64.14	64.84	62.52	63.86	11	11	12	16	12
Effective Use of Core Work Force	62.705	62.90	64.91	65.87	63.18	12	15	11	11	14
Administrative Responsibilities	62.469	66.95	64.54	63.10	60.28	13	7	13	14	17
Risk Prevention and Control	62.198	62.99	61.90	62.51	64.32	14	14	16	17	11
Fiscal Procedures	62.131	64.06	63.01	64.76	63.22	15	12	14	13	13
Design and Layout of Facility, Plant and Work Areas	60.683	58.68	62.78	65.00	62.50	16	19	15	12	15
Risk Liability, Protection, Insurance	59.384	60.59	60.90	62.57	61.03	17	16	17	15	16
Organizational Continuity, Consistency and Stability	58.059	60.04	58.02	58.63	58.57	18	17	18	18	18
Resolving Personnel Issues	54.433	54.23	52.83	56.86	57.31	19	20	20	19	19
Governing Body/Board of Directors	54.341	59.90	54.22	55.71	55.01	20	18	19	20	20
Average Levels of Need	**66.570**	**65.90**	**66.93**	**68.65**	**67.77**					
Numbers of Administrators	**1624**	**239**	**399**	**210**	**506**					

Table Notes:

Small facilities serve between 1 and 30 clients each day, small medium serve between 31 and 70, medium serve between 71 and 100, and large facilities serve upwards of 100 clients per day. Percents and rankings for national figures are based on 1624 responses, while corresponding percents and ranks for the four size facilities are based upon responses from 1354 administrators for whom their facility's size could be determined.

small facility is contrasted with other size facilities.

Analyses of patterns of need for the four size facilities found five of the needs across which there were systemmatic inter-group differences. Potential trainees from large facilities report generally lowest needs on these, whereas the needs of administrators from medium facilities have comparatively greatest needs. Trainees from small facilities have decidedly the greatest need for training in Community image and fund raising coupled with a fairly higher need for training in Business operations: Contract development and lowest needs for training in Computers in information management and in Organizational principles and practices. On the other hand, those from large facilities have lowests needs for training in the two areas which administrators from small facilities have their greatest needs (Community image and Fund raising and contract development). Their outstanding need appears to be in Organizational principles and practices (shared with medium facilities) and in Computers in information management (shared with small-medium facility administrators). Among the needs represented through this analysis, it is the medium size facility which has, comparatively, quite the greatest need for training in Computers in information management, in Business expansion, in Contract development (like both the small and small-medium facility admininstrator) and in Organizational principles and practices (like the large facility administrator).

Small Facilities

Small facilities serve between 1 and 30 clients per day and represent 19.4% of facilities included in the sample. Table 15 compares and summarizes administrator needs and facility characteristics of small facilities with national statistics on the same indicators.

Table 15. Small Facilities
Training Needs, Trainee Characteristics, and Staffing and Organizational Characteristics at Trainee's Work Setting

PRIORITY TRAINING NEEDS	PERCENTAGES Facility	PERCENTAGES National	RANKS Facility	RANKS National
Community image and fund raising	76.284*	70.926	1	7
Business operations: Contract development	75.030	70.935	2	6
Business planning and marketing	74.510	74.897	3	4
Organizational principles and practices	73.830	76.314	4	2
Organizational planning	73.319*	78.272	5	1
Business operations: Production efficiency	73.267	71.042	6	5
Administrative responsibilities	67.227	62.623	7	13
Personnel administrations and management	65.546*	67.614	8.5	8
Business expansion	65.546*	66.481	8.5	10
Management techniques	65.231	66.744	10	9
Information systems: Access, control, utilization	64.406*	63.227	11	11
Fiscal procedures	64.328	62.284	12	15
Computers in information management	64.006*	76.193	13	3
Risk prevention and control	63.254	62.351	14	14
Effective use of core work force	63.165	62.860	15	12
Risk liability, protection, insurance	60.840	59.531	16	17
Organizational continuity, consistency, stability	60.294	58.202	17	18
Governing body/board of directors	60.154*	54.475	18	20
Design and layout of facility, plant, and work areas	58.929	60.833	19	16
Resolving personnel issues	54.454	54.568	20	19

TRAINEE CHARACTERISTICS	AVERAGES Facility	AVERAGES National
Principle Sources for Acquisition of Managerial Skills		
Degree in business or management	16.807	22.037
Management experience in business or industry	27.311	29.259
Training from short-term seminars and workshops	45.798	50.370
On-the-job training in management	76.050*	65.617
Personal reading on facilities and management	10.924	11.914
Formal Training		
Recency of last management training	2.6723	2.5988
Expectancy to attend training in near future	1.1008	1.0593
Average Level of Need for Training Across 20 Dimensions	66.181	66.018
Months in Administrative Position	46.160*	58.078
Administrative Level		
Executive director or chief administrator	50.000*	36.852
Assistant or service director	11.345*	22.901
Program or department manager	24.370	25.494

STAFFING AT TRAINEE'S WORK SETTING	AVERAGES Facility	AVERAGES National
Number of Professional FTEs	5.90	20.19
Number of Nonprofessional FTEs	9.17	37.17

Table 15. Small Facilities (Continued)
Training Needs, Trainee Characteristics, and Staffing and Organizational Characteristics at Trainee's Work Setting

ORGANIZATIONAL CHARACTERISTICS AT TRAINEE'S WORK SETTING	PERCENTAGES Facility	National
Location of Facility		
Urban setting	30.72	37.89
Rural setting	48.19	34.28
Tax Exempt Status of Facility		
Non-profit operation	5.03	86.90
State or municipally operated	13.77	12.54
Programs Accredited by Commission on Accreditation of Rehabilitation Facilities	24.55	43.01
Type of Facility		
Medical rehabilitation center	0.00	1.44
Comprehensive services facility	8.53	29.32
Special-purpose facility	22.56	22.40
Sheltered workshop	45.73	50.61
Work/developmental/day activity center	48.17	42.47
Independent living center	7.31	5.12
Other	11.58	9.81
Average Daily Client Load	20.06	123.57
Average Clients Per Year	54.96	263.14

Table Notes

1. Small Facilities serve between 1 and 30 clients per day and represent 19.39% of the responding facilities.
2. Asterisked (*) items within the Needs and Trainee Characteristics section were identified as part of a pattern of variables which distinguish trainees in these facilities from trainees in all other facilities. Two discriminant analyses were computed with variables from each section entered sequentially into the analyses based upon the variability accounted for by each additional variable. Interpretations of patterned differences are confined to variables with standardized coefficients greater than .49.
3. National percents, rankings and means in the Needs and Trainee Characteristics sections are based on responses from 1624 persons while those in the Staffing and the Organizational Characteristics sections are for 923 facilities represented in the survey. Facility percents, rankings and means are correspondingly based on 239 responses and 167 facilities.

Training Needs

Administrators in small facilities have a pattern of needs which is different from that of administrators in other facilities based on 4 of the 20 training needs. They have substantially less need for training in Computer use in information management (64 versus 78%), a slightly lower need in Business expansion (66 versus 67%), but greater needs for training in Business operations: Contract development (78 versus 75%), in Community image and fund raising (76 versus 70%), and in working with Governing Boards (60 versus 53%).

Different priorities training needs are quite evident for the administrator in small facilities. These are quite in contrast with the general national picture and may reflect, in part, the seemingly tenuous position the small facility seems to hold as a viable service provider in community-based rehabilitation (Menz, 1986b) and their necessarily greater and imminent concern with survival. While rankings of low priority needs for administrators in these facilities are quite in keeping with those of administrators in other size facilities, a different pattern is evident in terms of what they define as their higher level needs.

Their primary needs (75% or more) relate to their capacity to raise funds and access a market place of their facilities' services and products:

Community image and fund raising (76%),
Business operations: Contract development (75%), and
Business planning and marketing (75%).

Their secondary needs (66% to 74%) relate to a wide range of topics on effective planning (including marketing) and on efficiency in delivery to the market place for the services and products they might attempt to offer:

Organizational principles and practices (74%)
Organizational planning (73%)
Business operations: Production efficiency (73%)
Administrative responsibilities (67%)

The terms "accessing," "planning," and "efficiency" seem to run through their seven highest priority needs. A composite picture of their most pressing needs is one of perceived deficits in how to access markets and how to planfully go about setting an organization in place which can fulfill a need in those markets the facility ultimately accesses.

Their lowest five priority training needs are in:

Risk liability, protection, insurance (61%),
Organizational continuity, consistency, stability (60%),
Governing body/board of directors (60%),
Design and layout of facility, plant and work areas (59%), and
Resolving personnel issues (54%).

Trainee Characteristics

Trainees from small facilities are more likely than other administrators to have developed their administrative skills on-the-job (76%), have been in their position considerably less time than other adminstrators (46 versus 60 months), are most likely to be executive directors of their facility (50% versus 35%) and least likely to be second line administrators in their facility (11% versus 25%).

Staffing and Organizational Characteristics

Almost 50% of small facilities are located in rural areas. The average small facility employs approximately 6 professionals and 9 non-professionals to serve 20 clients per day and 55 clients per year. Only 9% of small facilities offer comprehensive services (compared with 29% nationally). Approximately 23% indicate they are special-purpose facilities and nearly 50% are sheltered workshops (46%) and/or work activities centers (48%). None reported they were in medical settings. Only 25% of small facilities report they have programs accredited by CARF.

Small-Medium Facilities

Small-medium facilities serve between 31 and 70 clients per day and represent 29.6% of facilities included in the sample. Table 16 compares and summarizes administrator needs and facility characteristics of small-medium facility with national statistics on the same indicators.

Training Needs

There is a distinctive pattern of needs for administrators in small-medium facilities on 2 of the 20 training needs when compared to the other nine regions (see Table Note 2). Administrators in small-medium facilities have consistently greater needs for training in Business operations: Contract development (74% versus 70%) and lesser needs for training in Resolving personnel issues (55% versus 53%) than administrators in other size facilities. Their primary needs are in:

Organizational plannning (78%),
Business planning and marketing (78%),
Computers in information management (77%), and
Organizational principles and practices (75%).

Their secondary needs are in:

Business operations: Contract development (74%),
Community image and fund raising (72%),
Business operations: Production efficiency (71%).
Business expansion (68%),
Management techniques (67%), and
Personnel administration and management (67%).

Their lowest level needs are in:

Organizational continuity, consistency, stability (58%),
Governing body/board of directors (54%), and
Resolving personnel issues (53%).

Trainee Characteristics

Trainees from small-medium facilities are likely to be executive directors in their facilities (42% versus 35%) and least likely to view their own reading in administration as a primary source for developing their

administrative skills (10% versus 13%).

Staffing and Organizational Characteristics

The small-medium facility serves 50 clients per day and 138 clients per year with a staff of about nine professionals and 13 non-professionals. As with small facilities, small-medium facilities are more apt to be in rural settings (43% versus 34%), slightly less likely to be in urban settings (31% versus 38%) and also less likely to offer comprehensive services (20% versus 29% nationally). The proportions of small-medium facilities that are sheltered workshops, day activity centers and/or special purpose facilities and hold accreditation for their programs from CARF are similar to national proportions.

Table 16. Small-Medium Facilities
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

PRIORITY TRAINING NEEDS	PERCENTAGES Facility	National	RANKS Facility	National
Organizational planning	78.446	78.272	1	1
Business planning and marketing	78.112	74.897	2	4
Computers in information management	77.193	76.193	3	3
Organizational principles and practices	75.009	76.314	4	2
Business operations: Contract development	74.150*	70.935	5	6
Community image and fund raising	72.013	70.926	6	7
Business operations: Production efficiency	71.898	71.042	7	5
Business expansion	67.820	66.481	8	10
Management techniques	66.855	66.744	9	9
Personnel administrations and management	66.702	67.610	10	8
Effective use of core work force	64.912	62.860	11	12
Information systems: Access, control, utilization	64.841	63.227	12	11
Administrative responsibilities	64.536	62.623	13	13
Fiscal procedures	63.008	62.284	14	15
Design and layout of facility, plant and work areas	62.782	60.833	15	16
Risk prevention and control	61.905	62.351	16	14
Risk liability, protection, insurance	60.902	59.531	17	17
Organizational continuity, consistency, stability	58.020	58.202	18	18
Governing body/board of directors	54.219	54.475	19	20
Resolving personnel issues	52.832*	54.568	20	19

TRAINEE CHARACTERISTICS	AVERAGES Facility	National
Principle Sources for Acquisition of Managerial Skills		
Degree in business or management	22.055	22.037
Management experience in business or industry	30.326	29.259
Training from short-term seminars and workshops	52.130	50.370
On-the-job training in management	65.915	65.617
Personal reading on facilities and management	9.523*	11.914
Formal Training		
Recency of last management training	2.6015	2.5988
Expectancy to attend training in near future	1.0927	1.0593
Average Level of Need for Training Across 20 Dimensions	66.808	66.018
Months in Administrative Position	56.823	58.078
Administrative Level		
Executive director or chief administrator	42.356*	36.852
Assistant or service director	22.807	22.901
Program or department manager	23.058	25.494

STAFFING AT TRAINEE'S WORK SETTING	AVERAGES Facility	National
Number of Professional FTEs	8.80	20.19
Number of Nonprofessional FTEs	13.38	37.17

Table 16. Small-Medium Facilities (Continued)
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

ORGANIZATIONAL CHARACTERISTICS AT TRAINEE'S WORK SETTING	PERCENTAGES Facility	National
Location of Facility		
Urban setting	31.23	37.89
Rural setting	43.08	34.28
Tax Exempt Status of Facility		
Non-profit operation	87.70	86.90
State or municipally operated	11.51	12.54
Programs Accredited by Commission on Accreditation of Rehabilitation Facilities	40.78	43.01
Type of Facility		
Medical rehabilitation center	0.80	1.44
Comprehensive services facility	19.67	29.32
Special-purpose facility	22.89	22.40
Sheltered workshop	55.02	50.61
Work/developmental/day activity center	45.78	42.47
Independent living center	6.42	5.12
Other	7.22	9.81
Average Daily Client Load	49.84	123.57
Average Clients Per Year	137.98	263.14

Table Notes

1. Small-Medium Facilities serve between 31 and 70 clients per day and represent 29.61% of the responding facilities.
2. Asterisked (*) items within the Needs and Trainee Characteristics section were identified as part of a pattern of variables which distinguish trainees in these facilities from trainees in all other facilities. Two discriminant analyses were computed with variables from each section entered sequentially into the analyses based upon the variability accounted for by each additional variable. Interpretations of patterned differences are confined to variables with standardized coefficients greater than .49.
3. National percents, rankings and means in the Needs and Trainee Characteristics sections are based on responses from 1624 persons while those in the Staffing and the Organizational Characteristics sections are for 923 facilities represented in the survey. Facility percents, rankings and means are correspondingly based on 399 responses and 255 facilities.

Medium Facilities

Medium facilities serve between 71 and 100 clients per day and represent 15.6% of facilities included in the sample. Table 17 compares and summarizes administrator needs and facility characteristics of medium facilities with national data on the same indicators.

Training Needs

A distinctive pattern of needs for administrators in medium size facilities involved 3 of the 20 training needs when compared to the other nine regions (see Table Note 2). Administrators in medium size facilities have the greatest need for training in Business operations: Production efficiency (77 versus 70%) and in Computer use in information management (83 versus 75%), but a similar level of need in how to use computers (Information systems: Access, control and utilization, 63%), when compared to all other size facilities. Their primary needs are in:

Computers in information management (83%),
Business planning and marketing (79%),
Organizational planning (78%),
Organizational principles and practices (78%),
Business operations: Production efficiency (77%), and
Business operations: Contract development (75%).

Their secondary needs are in:

Business expansion (72%),
Community image and fund raising (71%),
Management techniques (69%),
Personnel administration and management (69%), and
Effective use of core work force (66%).

Their lowest level needs are in:

Organizational continuity, consistency, stability (59%),
Resolving personnel issues (57%), and
Governing body/board of directors (56%).

Trainee Characteristics

That administrators from medium size facilities are only slightly less likely to attend training in the near future is their only distinctive

characteristic.

Staffing and Organizational Characteristics

Medium size facilities serve approximately 86 clients per day and 176 clients per year, with 14 professional and 20 non-professional staff. Approximately 41% of medium size facilities are located in urban areas and 30% are in rural areas, with a higher than average proportion of facilities having at least one of their programs CARF accredited (54% versus 43%). Medium facilities are generally sheltered workshops, day activity centers and/or comprehensive or special purpose non-profit facilities.

Table 17. Medium Facilities
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

PRIORITY TRAINING NEEDS	PERCENTAGES Facility	National	RANKS Facility	National
Computers in information management	83.333*	76.193	1	3
Business planning and marketing	78.571	74.897	2	4
Organizational planning	77.619	78.272	3	1
Organizational principles and practices	77.551	76.314	4	2
Business operations: Production efficiency	77.381*	71.042	5	5
Business operations: Contract development	75.034	70.935	6	6
Business expansion	72.286	66.481	7	10
Community image and fund raising	70.688	70.926	8	7
Management techniques	69.405	66.744	9	9
Personnel administrations and management	68.844	67.610	10	8
Effective use of core work force	65.873	62.860	11	12
Design and layout of facility, plant and work areas	65.000	60.833	12	16
Fiscal procedures	64.762	62.284	13	15
Administrative responsibilities	63.095	62.623	14	13
Risk liability, protection, insurance	62.571	59.531	15	17
Information systems: Access, control, utilization	62.517*	63.227	16	11
Risk prevention and control	62.511	62.351	17	14
Organizational continuity, consistency, stability	58.631	58.202	18	18
Resolving personnel issues	56.857	54.568	19	19
Governing body/board of directors	55.714	54.475	20	20

TRAINEE CHARACTERISTICS	AVERAGES Facility	National
Principle Sources for Acquisition of Managerial Skills		
Degree in business or management	23.333	22.037
Management experience in business or industry	28.571	29.259
Training from short-term seminars and workshops	51.429	50.370
On-the-job training in management	68.571	65.617
Personal reading on facilities and management	10.476	11.914
Formal Training		
Recency of last management training	2.5190	2.5988
Expectancy to attend training in near future	1.1190*	1.0593
Average Level of Need for Training Across 20 Dimensions	68.412	66.018
Months in Administrative Position	55.000	58.078
Administrative Level		
Executive director or chief administrator	36.667	36.852
Assistant or service director	25.714	22.901
Program or department manager	26.190	25.494

STAFFING AT TRAINEE'S WORK SETTING	AVERAGES Facility	National
Number of Professional FTEs	14.24	20.19
Number of Nonprofessional FTEs	19.53	37.17

Table 17. Medium Facilities (Continued)
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

ORGANIZATIONAL CHARACTERISTICS AT TRAINEE'S WORK SETTING	PERCENTAGES Facility	National
Location of Facility		
Urban setting	40.91	37.89
Rural setting	29.55	34.28
Tax Exempt Status of Facility		
Non-profit operation	89.55	86.90
State or municipally operated	10.45	12.54
Programs Accredited by Commission on Accreditation of Rehabilitation Facilities	53.73	43.01
Type of Facility		
Medical rehabilitation center	2.27	1.44
Comprehensive services facility	3.48	29.32
Special-purpose facility	20.45	22.40
Sheltered workshop	53.03	50.61
Work/developmental/day activity center	47.73	42.47
Independent living center	3.03	5.12
Other	6.06	9.81
Average Daily Client Load	86.42	123.57
Average Clients Per Year	175.63	263.14

Table Notes

1. Medium Facilities serve between 71 and 100 clients per day and represented 15.56% of the responding facilities.
2. Asterisked (*) items within the Needs and Trainee Characteristics section were identified as part of a pattern of variables which distinguish trainees in these facilities from trainees in all other facilities. Two discriminant analyses were computed with variables from each section entered sequentially into the analyses based upon the variability accounted for by each additional variable. Interpretations of patterned differences are confined to variables with standardized coefficients greater than .49.
3. National percents, rankings and means in the Needs and Trainee Characteristics sections are based on responses from 1624 persons while those in the Staffing and the Organizational Characteristics sections are for 923 facilities represented in the survey. Facility percents, rankings and means are correspondingly based on 210 responses and 134 facilities.

Large Facilities

Large facilities serve over 100 clients per day and represent 35.4% of facilities included in the sample. Table 18 compares and summarizes administrator needs and facility characteristics of large facilities with national data on the same indicators.

Training Needs

Administrators in large facilities are distinguished in their needs for training based upon 4 of the 20 training needs when compared to the other nine regions (see Table Note 2). Compared to all other size facilities, administrators in large facilities have the lowest need for training in Business operations: Contract development (67% versus 75%) and in Administrative responsibilities (60% versus 65%), while having greater needs than others in Organizational principles and practices and in Computer use in information management (77% versus 75% on both). Large facility administrators top priority training needs are in:

Organizational planning (80%),
Computers in information management (77%), and
Organizational principles and practices (77%).

Their secondary needs are in:

Business planning and marketing (72%),
Community image and fund raising (69%),
Personnel administration and management (68%),
Business operations: Production efficiency (68%),
Business operations: Contract development (67%), and
Management techniques (66%).

Their lowest priority training needs are in

Workshop/plan design and layout (59%),
Risk liability, protection, insurance (58%),
Organizational continuity, consistency, stability (58%),
Resolving personnel issues (55%), and
Governing body/board of directors (53%).

Trainee Characteristics

Trainees from large facilities are less likely to be executive

directors, have been in their present position almost 1 year longer than others (63 versus 53 months), less likely to believe they developed their skills on-the-job (61 versus 69%), and slightly more likely to expect to attend training in the coming 12 months.

Staffing and Organizational Characteristics

Large facilities on the average serve 258 clients per day and 520 clients per year with a staff of 39 professionals and 75 non-professionals. They are more likely to be located in urban and suburban settings and least likely to be in rural settings (24% versus 34%) and more likely to have programs accredited by CARF (53% versus 43%). Of all size facilities, nearly half are comprehensive service facilities and sheltered workshops and slightly less are likely to be work activity centers (36% versus 42%).

Table 18. Large Facilities
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

PRIORITY TRAINING NEEDS	PERCENTAGES Facility	National	RANKS Facility	National
Organizational planning	79.884*	78.272	1	1
Computers in information management	77.490*	76.193	2	3
Organizational principles and practices	77.416*	76.314	3	2
Business planning and marketing	72.359	74.897	4	4
Community image and fund raising	68.780	70.926	5	7
Personnel administrations and management	68.379	67.610	6	8
Business operations: Production efficiency	68.192	71.042	7	5
Business operations: Contract development	66.901*	70.935	8	6
Management techniques	66.429	66.744	9	9
Business expansion	64.502	66.481	10	10
Risk prevention and control	62.260	62.351	11	14
Information systems: Access, control, utilization	62.225	63.227	12	11
Effective use of core work force	60.888	62.860	13	12
Fiscal procedures	60.608	62.284	14	15
Administrative responsibilities	60.091*	62.623	15	13
Design and layout of facility, plant and work areas	59.282	60.833	16	16
Risk liability, protection, insurance	57.594	59.531	17	17
Organizational continuity, consistency, stability	57.536	58.202	18	18
Resolving personnel issues	54.877	54.568	19	19
Governing body/board of directors	52.523	54.475	20	20

TRAINEE CHARACTERISTICS	AVERAGES Facility	National
Principle Sources for Acquisition of Managerial Skills		
Degree in business or management	23.286	22.037
Management experience in business or industry	29.495	29.259
Training from short-term seminars and workshops	50.582	50.370
On-the-job training in management	61.449*	65.617
Personal reading on facilities and management	13.842*	11.914
Formal Training		
Recency of last management training	2.5964	2.5988
Expectancy to attend training in near future	1.0129*	1.0593
Average Level of Need for Training Across 20 Dimensions	64.911	66.018
Months in Administrative Position	63.232*	58.078
Administrative Level		
Executive director or chief administrator	30.013*	36.852
Assistant or service director	25.744	22.901
Program or department manager	26.908	25.494

STAFFING AT TRAINEE'S WORK SETTING	AVERAGES Facility	National
Number of Professional FTEs	38.86	20.19
Number of Nonprofessional FTEs	74.79	37.17

Table 18. Large Facilities (Continued)
Training Needs, Trainee Characteristics, and Staffing
and Organizational Characteristics at Trainee's Work Setting

ORGANIZATIONAL CHARACTERISTICS AT TRAINEE'S WORK SETTING	PERCENTAGES Facility	National
Location of Facility		
Urban setting	44.37	37.89
Rural setting	23.51	34.28
Tax Exempt Status of Facility		
Non-profit operation	87.75	86.90
State or municipally operated	11.92	12.54
Programs Accredited by Commission on Accreditation of Rehabilitation Facilities	53.11	43.01
Type of Facility		
Medical rehabilitation center	2.04	1.44
Comprehensive services facility	47.61	29.32
Special-purpose facility	21.77	22.40
Sheltered workshop	47.62	50.61
Work/developmental/day activity center	35.71	42.47
Independent living center	4.76	5.12
Other	10.88	9.81
Average Daily Client Load	258.21	123.57
Average Clients Per Year	519.57	263.14

Table Notes

1. Large Facilities serve over 100 clients per day and represented 35.42% of the responding facilities.
2. Asterisked (*) items within the Needs and Trainee Characteristics section were identified as part of a pattern of variables which distinguish trainees in these facilities from trainees in all other facilities. Two discriminant analyses were computed with variables from each section entered sequentially into the analyses based upon the variability accounted for by each additional variable. Interpretations of patterned differences are confined to variables with standardized coefficients greater than .49.
3. National percents, rankings and means in the Needs and Trainee Characteristics sections are based on responses from 1624 persons while those in the Staffing and the Organizational Characteristics sections are for 923 facilities represented in the survey. Facility percents, rankings and means are correspondingly based on 506 responses and 305 facilities.

CHAPTER VII

Conclusions and Recommendations

The present study identified 20 basic prioritized training needs for rehabilitation facility administrators and identified different patterns of training needs for upper level administrators and program managers within facilities.

The report then went on to provide training needs, training characteristics, and organizational characteristics for each of 10 federal regions and for facilities serving different daily client loads. These results demonstrate that facility administrators reported highest training priorities (greater than 75% of respondents) in the areas of organizational planning; organizational principles and practices; computers in information management; and business planning and marketing. Their next highest level training needs (66% to 74% of respondents) were in the areas of business operations: production efficiency; business operations: contract development; community image and fund raising; personnel administration and management; management techniques; and business expansion. Moderate level needs (60% to 65% of respondents) were reported in information systems: access, control, utilization; effective use of a "core" work force; administrative responsibilities; risk protection and control; fiscal procedures; and design and layout of facility, plant and work areas. Lowest level training needs (less than 60% of respondents) were reported for the areas of risk liability, protection, and insurance; organizational continuity, consistency and stability; resolving personnel issues; and governing body/board of directors.

When patterns of training needs for all 10 federal regions were contrasted, we found that relative levels of need were thematically grouped

in similar ways among the regions, such that there are generally only subtle differences in rankings. Secondly, when the average level of need for administrators across the several regions is evaluated, there are no consistent differences to be noted ($F = 1.72$, with 9 and 1532 degrees of freedom is not significant with $p > .05$). Thirdly, when we examined within region percents of need, there only appear to be subtly greater intensities of need for certain and slightly lesser intensities for other training needs. The priorities identified by rehabilitation facility administrators, therefore, should be considered nationally based, rather than regionally biased.

Where there were subtle inter-regional differences in needs, we attempted to outline such patterned differences for the reader. The interplay of need patterns, trainee characteristics, and organizational characteristics of the facilities these prospective trainees come from were presented together as they are important for the development of training and curricula most appropriate to regionally-based inservice and university training programs.

Dissimilarities in patterns of needs and characteristics of trainees were found among small, small-medium, medium, and large facilities. When the rank-orderings of needs for each size facility were compared with overall national rankings, a general consistency in levels of need between Small-Medium, Medium and Large facilities was found. Different priorities of need are most evident, though when the small facility is contrasted with other size facilities and may in part reflect the tenuous position the small facility seems to hold in community-based rehabilitation.

Analyses of patterns of need for the four sized facilities found that administrators in the four sized facilities differed on five of the needs.

Administrators from large facilities report generally lowest needs on these five, whereas administrators from medium facilities have comparatively greatest needs. Trainees from small facilities have decidedly the greatest need for training in Community image and fund raising coupled with a fairly higher need for training in Business operations: Contract development and lowest needs for training in Computers in information management and in Organizational principles and practices. On the other hand, those from large facilities have lowests needs for training in either of the two areas which those from small facilities have their greatest needs (Community image and Fund raising and Contract development). Their outstanding need appears to be in Organizational principles and practices (shared with medium facilities) and in Computers in information management (shared with small-medium facility administrators). Among the needs represented through the analyses, it is the medium size facility which has, comparatively, quite the greatest need for training in Computers in information management, in Business expansion, in Contract development (like both the small and small-medium facility admininstrator) and in Organizational principles and practices (like the large facility administrator).

Compared to administrators in other size facilities, administrators in large facilities in need of training are more likely to be assistant directors, assign less importance to on-the-job training in development of administrative skills, have the longest tenure in their role, but, as a group, have a lower expectancy to attend additional administrative training in the near future. Potential trainees from small facilities are least likely to be assistant directors, most likely to be executive directors, have been in their role the shortest time of all, ascribe greater importance to their on-the-job training for skill development and, like administrators in

large facilities, have a lower expectancy to attend training in the near future. Trainees from small-medium and medium size facilities are quite similar in that they are likely to be Assistant Directors and have highest expectancies to attend training in the near future.

Whereas Matkin et al. (1982) found no variation between levels of facility managers, the present study revealed several training need differences as a function of administrative level. Executive directors and assistant or service directors gave a significantly higher priority for training in computers and information management; business planning and marketing; business expansion; and risk liability, protection and insurance than did department heads. Executive directors also indicated greater need for training in the area of governing body/board of directors than the other two levels of facility managers. In addition, department managers and assistant directors prioritized organizational principles and practices, and resolving personnel issues at higher training need levels than the executive directors.

Although direct comparisons between the present study and Matkin et al.'s research (1982) are difficult due to different survey questionnaires, factor analytical solutions, and descriptions used to classify respondents by administrative level, some general comparisons can be offered. The relative rankings of the 10 need areas reported by Matkin et al. are generally consistent with the 20 need areas found in the present study with two notable exceptions. Fiscal management, which ranked second in training priority in the Matkin et al. study, and by McDonald and Lorenz (1977), was found to have only a moderate level of need among respondents in the present study. Given the availability of computer software to accommodate accounting, budgeting, and financial planning procedures (e.g., spreadsheet analyses) and additional

resources available on this topic (see Lorenz et al., 1981), the relative drop in the priority for this need is easily explained. In contrast, Matkin et al. found the need for training in marketing to have a relatively lower priority than the need area dealing with business planning and marketing in the present study. Given the increasingly competitive business environment in which most facilities currently operate, the salience of business planning and marketing as a training priority is clearly apparent.

Additional comparisons between the present study and the research of Matkin et al. (1982) revealed the following observations. Organizational planning, the highest need in the present study, appears to be most similar to what Matkin et al. labeled program planning and evaluation which they also found to be of highest priority. In the present study, survey items dealing with program evaluation loaded with other items dealing with information management on the factor titled information systems, access, control and utilization which demonstrated a moderate level of training need. Finally, while Matkin et al. reported low level training need areas dealing with professional management (i.e., supervision of counselors, caseload management, etc.), purchasing of goods and supplies and rehabilitation research, no direct corollaries were found in the present study.

The results reported here do not suggest the preferability of one type of method for training delivery over the other. The data have demonstrated that different levels of training needs exist for facility administrators as a function of administrative area and, in some cases, as a function of management level and size of facility. How this training is provided on a pre-service basis by university programs or delivered through in-service programs offered by Rehabilitation Research and Training Centers, Regional Rehabilitation Continuing Education Programs, private consultants or

universities is though an important issue. The reader is referred to several other sources for comments and suggestions on which mode of training is best or preferred by facility administrators (Hutchinson, Luck and Hardy, 1978; Matkin et al., 1982; McDonald and Lorenz, 1977; Menz and Bordieri, 1987). Menz and Bordieri (1987) in particular deal with issues of the perceptions of working facility administrators. They found that working administrators have a higher regard for short-term training and seminars. The formats for training which administrators prefer are in sharp contrast with the types of training needs discussed in this present research.

The salient training needs of facility administrators that must be met have been identified here. Along with those needs we have attempted to identify some trainee characteristics and organizational characteristics which might be considered in developing training particularly relevant for administrators at different levels of management, in each region, and in different size facilities. Other research is required to evaluate how effectively each of these training needs are met by pre-service or in-service training.

REFERENCES

Coker, C., Menz, F. E., & Esser, T. (1985). Training needs survey of facility specialists in vocational rehabilitation agencies. Menomonie, WI: Rehabilitation Research and Training Center, University of Wisconsin-Stout.

Commission on Accreditation of Rehabilitation Facilities. (1982). Operations analysis of 1981 survey activities. Tucson, AZ: Author.

Czerlinsky, T., & Gilbertson, A. (1985). A national study of CARF accredited vocational rehabilitation facilities: Their structures and characteristics. Menomonie, WI: University of Wisconsin-Stout, Stout Vocational Rehabilitation Institute, Research and Training Center.

General Accounting Office. (1981). Stronger federal efforts needed for providing employment opportunities and enforcing labor standards in sheltered workshops. Washington, DC: Author.

Greenleigh Associates, Inc. (1975). The role of the sheltered workshop in the rehabilitation of the severely handicapped. Washington, DC: Author.

Hagner, D., & Como, P. (1982). Resource manual for work stations in industry. Menomonie, WI: University of Wisconsin-Stout, Stout Vocational Rehabilitation Institute, Materials Development Center.

Hutchinson, J., Luck, R., & Hardy, R. (1978). Training needs of a group of vocational rehabilitation agency administrators. Journal of Rehabilitation Administration, 2, 156-159; 178.

Lorenz, J., Graham, C., Hashey, P., & Baker, R. (1981). Selected aspects of financial management in rehabilitation facilities: A resource manual. Washington, DC: National Association of Rehabilitation Facilities.

Matkin, R., Sawyer, H., Lorenz, J., & Rubin, S. (1982). Rehabilitation administrators and supervisors: Their work assignments, training needs, and suggestions for preparation. Journal of Rehabilitation Administration. 6, 170-183.

McDonald, A., & Lorenz, J. (1977). Graduate curriculum and training delivery preference of practicing rehabilitation facility administrators. Journal of Rehabilitation Administration, 1, 12-22.

Menz, F. E. (1983). Manpower needs in rehabilitation facilities: 1980-1990. Menomonie, WI: University of Wisconsin-Stout, Stout Vocational Rehabilitation Institute, Rehabilitation Research and Training Center.

Menz, F. E. (1985). Vocational rehabilitation facilities: The present environment: An overview. In L. Thornton & B. Shofner (Eds.) Proceedings of the Region VI Conference on Future Roles and Functions of Vocational Rehabilitation Facilities. Hot Springs, AR: Regional Continuing Education Center, University of Arkansas.

Menz, F. E. (1986a, June). Trends in rehabilitation facilities: You may be in for a surprise. Paper presented at the Annual Conference of the National Association of Rehabilitation Facilities, Nashville, TN.

Menz, F. E. (1986b, May). Community-based vocational rehabilitation facility manpower needs revisited: 1979 and 1984. Paper presented to the Annual Conference of the National Association of Rehabilitation Research and Training Centers, Kansas City, KS.

Menz, F. E., & Bordieri, J. E. (1986a). Priority training needs of facility administrators. RTC Connection. Menomonie, WI: University of Wisconsin-Stout, Stout Vocational Rehabilitation Institute, Research and Training Center.

Menz, F. E., & Bordieri, J. E. (1986). Facility administrator training needs: Priorities and patterns for the 1980's. Journal of Rehabiliation Administration, 10, 89-98.

Menz, F. E., & Bordieri, J. E. (1987). Training experiences and perceptions of rehabilitation facility administrators. Journal of Rehabilitation Administration.

Salkind, I. (1974). The training of workshop directors. In J. Cull & R. Hardy (Eds.), Administrative techniques of rehabilitation facility operations (pp. 44-54). Springfield, IL: Charles C. Thomas.

Sawyer, H., & Schumacher, B. (1980). Stress and the rehabilitation administrator. Journal of Rehabilitation Administration, 4, 49-56.

United States Department of Labor. (1979). Sheltered workshop study: A nationwide report on sheltered workshops and their employment of handicapped individuals (Vol. 2). Washington, DC: Author.

Whitehead, C. (1978). A comprehensive action program for sheltered workshops. Journal of Rehabilitation Administration, 2, 115-121.

Whitehead, C. (1979). A comprehensive action program for sheltered workshops -- Part II. Journal of Rehabilitation Administration, 3, 32-41.

APPENDICES

A. Letters and Questionnaire used to Solicit Administrator Response

B. Sample Sizes, Return Rates and Other Miscellaneous Descriptive Statistics

C. Factor Analysis: Needs, Definitions, Classification and Summary Statistics

D. Discriminant and Post-hoc Analyses: Discriminant Functions and Weights, and Analyses of Variance and Duncan's Multiple Range Tests

E. Discriminant Analyses of Needs and Characteristics Among the 10 Federal Regions

F. Discriminant Analyses of Needs and Characteristics Among Trainees in Small, Small-Medium, Medium and Large Facilities

APPENDIX A

RESEARCH AND TRAINING CENTER

- Research
- Training
- Development
- Demonstration

STOUT VOCATIONAL REHABILITATION INSTITUTE
SCHOOL OF EDUCATION AND HUMAN SERVICES
UNIVERSITY OF WISCONSIN-STOUT • MENOMONIE, WISCONSIN 54751

Daniel C. McAlees, Ph.D.
Center Director
(715) 232-1389

Charles C. Coker, Ph.D.
Research Director
(715) 232-2236

Darrell D. Coffey, Ed.D.
Training Director
(715) 232-1370

June, 1984

Dear Executive Director:

As the administrator of a rehabilitation agency, you know how difficult your job is, particularly in view of the rapid rate at which changes are taking place in your operating environment. Like your peers, you probably agree that you and other members of your management team could benefit from timely training in order to maintain and enhance your managerial skills and productivity. Many training programs are based on the assumption that what your training needs are is already known. This assumption is not likely to be valid, especially when we consider that your facility's needs today and tommorrow probably differ substantially from those of even a year or two ago.

The Research and Training Center is funded by the National Institute for Handicapped Research to conduct a program of research and training relevant to the problems and needs of rehabilitation facilities. This mission has historically emphasized research and training on effective service practices (e.g., vocational evaluation, adjustment, placement). Our mission has been expanded and now includes research and training on effective management, business, production, and service practices for rehabilitation facility personnel. To insure that our training and research are relevant, we periodically ask administrative, program and production personnel for their perceptions of needs, problems and effective practices.

In order to obtain information useful for developing training which will meet your most pressing needs as a manager, we would like the assistance of you and your management team in completing the attached training needs survey. We expect to identify the actual training needs perceived by three levels of management: (1) Facility executive directors, administrators or chief executives; (2) assistant directors or rehabilitation program directors; and (3) department or program managers. We have enclosed 3 copies of the questionnaire and ask that you and your management staff complete the separate copies. Should you need extra copies, for other members of your team, please copy and circulate as many as might be required.

The information provided by you and your peers will be used to shape priorities and directions for the development of the Center's management training and research, as well as for setting training priorities at the regional and national levels. The results of the survey will be shared with participating facilities in future Center publications and in our management training programs.

Thank you in advance for your assistance with this very important project. Please be sure to have your staff return their completed questionnaires by June 30, 1984. Return postage is prepaid if the questionnaire is refolded and stapled prior to mailing. If you have questions regarding the survey, please feel free to contact either Dr. Darrell Coffey (715-232-1370) or Dr. Fredrick Menz (715-232-1378) at the Center. We look forward to sharing the results of this effort with you.

Sincerely,

Darrell Coffey, Ed.D., C.V.E.
Training Director

Fredrick E. Menz, Ph.D.
Senior Researcher

UNIVERSITY OF WISCONSIN-STOUT IS AN EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION UNIVERSITY.

RESEARCH AND TRAINING CENTER

- Research
- Training
- Development
- Demonstration

STOUT VOCATIONAL REHABILITATION INSTITUTE
SCHOOL OF EDUCATION AND HUMAN SERVICES
UNIVERSITY OF WISCONSIN-STOUT • MENOMONIE, WISCONSIN 54751

Daniel C. McAlees, Ph.D.
Center Director
(715) 232-1369

Charles C. Coker, Ph.D.
Research Director
(715) 232-2236

Darrell D. Coffey, Ed.D.
Training Director
(715) 232-1370

June, 1984

Dear Directors and Managers:

The Research and Training Center is funded by the National Institute for Handicapped Research to conduct a program of research and training relevant to the problems and needs of rehabilitation facilities. This mission has historically emphasized research and training on effective service practices (e.g., vocational evaluation, adjustment, placement). Our mission has been expanded and now includes research and training on effective management, business, production, and service practices for rehabilitation facility personnel. To insure that our training and research are relevant, we periodically ask administrative, program and production personnel for their perceptions of needs, problems and effective practices.

The attached questionnaire is being distributed to you for that reason. It requests three types of information: First, information about what you consider your most pressing needs for management training; second, your background and experience with management training programs; and third, information about the organization and staffing of your facility.

The responses you provide to the questionnaire will be used for several different purposes. Collectively, the information will be used to identify priority needs for training among management personnel. From such priorities, we will then design and offer (nationally) short-term training programs which are consistent with actual, current needs, experiences and facility settings of management personnel like yourself.

In conjunction with the Center's new emphasis on training facility managers, the Center's research will begin to keep track of basic information on rehabilitation facilities. That research will attempt to characterize the organization, financing, operations, programs, personnel and clients served by rehabilitation facilities and identify problems, pressures and changes facing facilities in the 1980's. The information you provide to this survey will be used by the Center's research staff to construct an initial reading of the needs, problems and characteristics of facilities in 1984.

Please take 15 to 20 minutes to complete the attached questionnaire and help us with these important tasks. Also, please let us know whether you would like to receive a summary of our findings. Thank you for any assistance you are able to provide. Be sure to refold, staple and mail the questionnaire (postage is prepaid) by June 30, 1984. If you have questions about the survey, please contact Dr. Darrell Coffey (715-232-1370) or Dr. Fredrick Menz (715-232-1378). We look forward to your response and to sharing our findings with you.

Sincerely,

Darrell Coffey, Ed.D., C.V.E.
Training Director

Fredrick E. Menz, Ph.D.
Senior Researcher

UNIVERSITY OF WISCONSIN-STOUT IS AN EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION UNIVERSITY.

FACILITY MANAGEMENT
TRAINING NEEDS QUESTIONNAIRE

Instructions. The following parts list a number of possible managerial training topics (tasks, abilities, skills, and knowledges) organized according to eight broad management function areas. We are interested in the extent to which you see a need for training for yourself and other management personnel in each of the topics or areas listed. You are asked to estimate the need for management training by rating each statement or item according to the following scale:

0 = No current need for training on topic.
1 = Training would be helpful or useful, but it is not a priority at this time.
2 = A priority/essential need for training, currently and in the near future.

Your response to each and every item should be indicated by circling the number in the proper column next to the item. Be sure to respond to every item in the survey by circling your choice, as shown in the example below. For example, the response below indicates that "Auditing" is not regarded as a training need in the Financial Management area by the respondent:

Item	Need Level
Auditing	(0) 1 2

Since there is not sufficient space to provide a definition or explanation for each item, you should respond based on your own understanding of the commonly-accepted meaning for the terms or items listed. Please be aware that there is some overlap between sections, therefore, if you find that an item is not listed in one section, it may be included in a subsequent section. Each item is not meant to represent a potential individual training session. In most instances, training would be structured around related groups of items or topics. Space is available for listing additional items, which are important to you but not listed, at the end of the sections.

I. Organization and Administration

		Need Level
A.	Charters and by-laws	0 1 2
B.	Mission statement and purposes	0 1 2
C.	Regulations and legal requirements . . .	0 1 2
D.	Role of the facility administrator . . .	0 1 2
E.	Management theory and practice	0 1 2
F.	Organizational behavior	0 1 2
G.	Establishment of goals and objectives . .	0 1 2
H.	Short and long-range planning	0 1 2
I.	Accreditation and accountability	0 1 2
J.	Operating policies and procedures	0 1 2

I. Organization (continued)

		Need Level
K.	Managing, delegating and supervising staff	0 1 2
L.	Management by objectives	0 1 2
M.	Participatory management	0 1 2
N.	Organizing and control	0 1 2
O.	Conducting effective management meetings	0 1 2
P.	Decision making, risk taking and problem solving	0 1 2
Q.	Time management	0 1 2
R.	Anticipating and managing change	0 1 2
S.	Business law	0 1 2

II. Governing Body

		Need Level
A.	The role of the governing body	0 1 2
B.	Selection, recruitment and composition .	0 1 2
C.	Legal requirements and responsibilities	0 1 2
D.	Board orientation, development, and training	0 1 2
E.	Conducting business meetings and keeping minutes	0 1 2
F.	Developing and using an effective committee structure	0 1 2

III. Financial Management

		Need Level
A.	Accounting systems for non-profits and internal fiscal controls	0 1 2
B.	Budgets as management tools	0 1 2
C.	Preparing for audit	0 1 2
D.	Inventory management	0 1 2
E.	Financial reporting	0 1 2
F.	Strategic and financial planning	0 1 2
G.	Cost centers and cost determination . . .	0 1 2
H.	Cost controls and reduction	0 1 2
I.	Determining fees	0 1 2
J.	Purchasing	0 1 2
K.	Use of computers in financial management	0 1 2
L.	Insurance requirements and risk management	0 1 2
M.	Cash management, investment options, and strategies	0 1 2
N.	Small business administration programs and resources	0 1 2

IV. Personnel Administration

		Need Level
A.	Job descriptions and position classification	0 1 2
B.	Recruitment, hiring and affirmative action	0 1 2

Return by June 30, 1984

IV. Personnel (continued)

		Need Level
C.	Personnel policies and procedures and relations and communications with employees	0 1 2
D.	Wage, salary and benefit administration	0 1 2
E.	Personnel records content and maintenance	0 1 2
F.	Staff orientation, training, and job enrichment	0 1 2
G.	Performance review and appraisal	0 1 2
H.	Motivation theory, practice and how to identify and provide incentives for employee performance	0 1 2
I.	Participatory management	0 1 2
J.	Use of volunteers, community resources and student interns	0 1 2
K.	Leadership development	0 1 2
L.	Client management meetings	0 1 2
M.	Collective bargaining	0 1 2
N.	Managing conflict	0 1 2
O.	Malpractice and professional liability insurance	0 1 2
P.	Research	0 1 2
Q.	Identifying and using consultants	0 1 2

V. Reporting and Records

		Need Level
A.	Record development and maintenance	0 1 2
B.	Policies and procedures	0 1 2
C.	Third-party reporting and legal requirements	0 1 2
D.	Management information systems and reports	0 1 2
E.	Written communications	0 1 2
F.	Preparation for accreditation and accountability reviews	0 1 2
G.	Program evaluation	0 1 2
H.	Computer applications	0 1 2

VI. Community and External Relations and Fund Raising

		Need Level
A.	Role of the administrator	0 1 2
B.	Public relations and education	0 1 2
C.	Role of the facility in client Advocacy	0 1 2
D.	Fund raising planning, methods and strategies	0 1 2
E.	Proposal development and writing and grant and funding sources (e.g., foundations, corporations)	0 1 2
F.	Forms of communication	0 1 2
G.	Developing community linkages, collaborations and joint ventures	0 1 2
H.	Relations with funding sources	0 1 2
I.	Marketing of services	0 1 2

VII. Business Development, Operations and Marketing

		Need Level
A.	Facility as a business or developing a business image	0 1 2
B.	Preparation of a business plan	0 1 2
C.	Facility markets: Market research and analysis for facilities	0 1 2
D.	Prime product development, prime manufacturing and marketing	0 1 2
E.	Subcontracting with industry	0 1 2
F.	Service contracts	0 1 2
G.	Government and public sector contracting	0 1 2
H.	Competencies and requirements for technical support staff	0 1 2
I.	The use of consultants and independent contractors	0 1 2
J.	Use of non-handicapped workers	0 1 2
K.	Contents, development and keeping of production records	0 1 2
L.	Utilization of computers	0 1 2
M.	Quality assurance and control	0 1 2
N.	Marketing and sales management; including direct mail marketing	0 1 2
O.	Bidding and job costing	0 1 2
P.	Retail sales	0 1 2
Q.	Federal Wage and Hour Administration regulations, management and documentation	0 1 2
R.	Production scheduling	0 1 2
S.	Work simplification, industrial engineering, and time study methods	0 1 2
T.	Productivity enhancement	0 1 2
U.	Materials management and handling	0 1 2
V.	Developing and marketing services to the insurance industry	0 1 2
W.	Joint ventures with the private sector	0 1 2
X.	Small business acquisitions and management	0 1 2

VIII. Physical Plant and Safety

		Need Level
A.	Health and safety regulations (federal, state, and local)	0 1 2
B.	Emergency and safety procedures, safety equipment and supplies, and development of a safety manual	0 1 2
C.	Safety awareness and training	0 1 2
D.	Safety inspections and identifications and use of consultants	0 1 2
E.	Safety drill procedures, documentation and follow-up	0 1 2
F.	Employee and client involvement in safety	0 1 2
G.	Safety committee role and composition	0 1 2
H.	Safety documentation and record keeping	0 1 2
I.	Vehicle safety	0 1 2

Return by June 30, 1984

VIII. Physical Plant (continued)

	Level
J. Efficient plant layout and safe use of space	0 1 2
K. Preventive maintenance for buildings and equipment	0 1 2
L. Risk controls and insurance needs	0 1 2
M. Residential safety programs	0 1 2

IX. Additional Training Needs
(Please Describe in Functional Terms)

A. _____

B. _____

C. _____

D. _____

E. _____

Instructions. The final parts of the survey request information regarding your organization's support for training activities, factors impacting on your decision to participate in training, preferred method of training delivery, and external factors which impact on your organization. Please complete the items in these last two sections on your facility's and your own experience with training. Unless instructed otherwise, select one of the alternatives and record your choice in the space provided. Then refold the questionnaire when finished and mail it back to the Research and Training Center. The return postage is prepaid. Thank you very much for your assistance and cooperation.

PREVIOUS MANAGEMENT TRAINING EXPERIENCE

What is the major source of your management training? (Select no more than two) . . . . ☐☐

1. Hold an academic degree in business or management.
2. Have held a management position in business/industry in past.
3. Have attended numerous management seminars and workshops
4. Primary training has been "on-the-job."
5. Have read widely on facility as well as general management.

How recent was the last management training you attended? . . . . . ☐

1. Within the last 30-60 days.
2. Within the last 6 months.
3. Within the last year.
4. Within the last 18 months.

How would you rate the management training (i.e., seminars, workshops) in which you have participated? . . . . . ☐

1. Generally well suited for meeting my needs as a manager.
2. Adequate (not great, but good).
3. Inadequate (not even good).

If inadequate, the primary shortcomings were due to the following? (Select no more than three) . . . . . ☐☐☐

1. Training was too long (material could have been presented in a much shorter period of time).
2. Training was too broad or general (content not specific enough to rehabilitation facility management).
3. Too much reliance on lecture as the method for training.
4. Training session was too brief (too much material to cover in too short a time).
5. Subject matter was poorly presented (e.g., instructor did not know the material was poorly organized).
6. Subject matter did not meet objectives of the training program.
7. Location (site) of training program was not conducive to learning.
8. Too expensive for benefit derived.
9. Other (please describe) _____

If management workshops and seminars were available in your region or locale, which factors would most influence your decision to attend or to have others attend? Rank-order your top five priorities (i.e., 1 = highest priority, 2 = next highest)

	Rank
A. Perceived quality of the training offered	☐
B. Reputation of the organization offering the training	☐
C. Judgement of how well the training fits in with facility's staff development plan or plans	☐
D. Your perception of how well the training would meet a specific identified, priority need	☐
E. Direct costs for the training (e.g., registration fee)	☐
F. Costs related to attending training (e.g., staff time, travel, lodging)	☐
G. The specific geographic location of the training program	☐
H. Length of the training session.	☐
I. Shortage of personnel (insufficient staff available to cover duties).	☐
J. Your organization's or facility's current financial condition (availability of funds)	☐
K. Whether, when financial resources are limited, paying to send some staff to training is a fair and equitable means to meet staff needs	☐
L. Other (please specify) _____	☐

Return by June 30, 1984

Does your organization support staff development and training by providing funds in the budget for this activity? . . . . . ☐

1. Yes
2. No

If your organization provides funds to support staff training, how much is provided (total) for current fiscal year? . . . . . $☐

Is the amount provided for staff training generally adequate to meet identified needs? ☐

1. Yes
2. No

How do you see your organization's financial support for staff training in the near future? ☐

0. Do not know
1. No opinion, as will be due to too many external factors
2. Decrease
3. Remain the same
4. Increase

Do you plan to attend any management training within the next 12 months? . . . . . ☐

1. Yes
2. No

FACILITY CHARACTERISTICS

Location of your facility. . . . . ☐

1. Urban
2. Rural
3. Mixed urban/rural

State in which your facility is located. ☐☐
Zipcode for your faciity (first 5 digits). ☐☐☐☐☐

Type of facility (select one or more to best describe your facility) . . . . . ☐☐

1. Medical rehabilitation, physical restoration and therapy.
2. Comprehensive rehabilitation facility with diverse services and programs.
3. Special-purpose facility or program (e.g., vocational evaluation, job development and placement, "workshop without walls).
4. Sheltered workshop.
5. Work/Developmental/Day Activity Center.
6. Independent Living Center.
7. Other (please describe) _____

Average numbers of professional and non-professional (excluding clients and client-workers) employed daily by your facility.

A. Professional employees . . . . . ☐☐☐
B. Non-professional employees . . . . . ☐☐☐

Number of full-time-equivalent personnel (FTEs) employed by your facility in each of the following professional roles.

	FTEs
A. Administration and Supervision	☐☐☐
B. Rehabilitation Counseling	☐☐☐
C. Vocational Evaluation	☐☐☐
D. Vocational Adjustment	☐☐☐
E. Work Activities	☐☐☐
F. Production	☐☐☐
G. Vocational/Job Skills Development . . .	☐☐☐
H. Independent Living	☐☐☐
I. Placement	☐☐☐
J. Other professional roles	☐☐☐

Which of your rehabilitation programs are accredited by the Commission on Accreditation of Rehabilitation Facilities?

A. _____
B. _____
C. _____
D. _____
E. _____

Tax or legal status. . . . . ☐

1. Non-profit (not-for-profit, 501C3 or equivalent).
2. For profit (proprietary).
3. Government operated (local, county, state or federal).

Total budget for most recently completed fiscal year. . . . . $☐☐☐☐☐☐☐

Total revenue from fees for services (e.g., VR, DD, MH/MR). . . . . $☐☐☐☐☐☐☐

Total revenue from business operations (e.g., subcontracts, prime products, service contracts, recycling). . . . . $☐☐☐☐☐☐☐

Average daily attendance (client caseload, all programs). . . . . #☐☐☐☐

Total clients served during most recently completed fiscal year. . . . . #☐☐☐☐

What percents of your clients/workers (based on average daily attendance) are included under current certification from the Department of Labor for covered work?

Work Activities Center (WAC) Certificate. ☐☐☐%
Regular Program Certificate . . . . . ☐☐☐%

If your facility has a current Regular Program Certificate, which of the following certificates do you also currently have? (Select all that apply). . . . . ☐☐☐

1. Evaluation and Training Program
2. Individual Rate
3. Learner Rate

Return by June 30, 1984

Please list in order of importance, three specific external issues or factors which are having the greatest influence on the operations, growth and/or development of your organization (e.g., funding; the economy; availability of work, jobs; changing expectations of referral sources, parents, consumers, and others; changing population or other more specific to your agency).

1. _____
2. _____
3. _____

Your position or title. . . . . ☐

1. Chief administrator, executive director, president
2. Assistant or associate director, director of services or rehabilitation
3. Program or department head or manager
4. Other (please describe) _____

Length of time you have held this position. . . . . Yrs. ☐ Mos. ☐

Would you be willing to be contacted in a follow-up to this survey? . . . . . ☐

1. Yes
2. No

Would you be interested in receiving a summary of the findings of this survey? . . . . . ☐

1. Yes
2. No

Your Name _____

Facility Name _____

Address _____

City _____ State ___ Zipcode _____

Telephone Number (____) - _____

*** Thank you very much for responding. ***

PLEASE FOLD, STAPLE AND RETURN
BY JUNE 30, 1984

rtc

NO POSTAGE NECESSARY IF MAILED IN THE UNITED STATES

BUSINESS REPLY MAIL

FIRST CLASS PERMIT NO. 92 MENOMONIE, WISCONSIN

POSTAGE WILL BE PAID BY ADDRESSEE

RESEARCH AND TRAINING CENTER
University of Wisconsin-Stout
Menomonie, Wisconsin 54751

APPENDIX B.
Sample Sizes, Return Rates and Other
Miscellaneous Descriptive Statistics

Demographic Variables	Percents of Facilities 1980 Sample (N = 846)	1985 Sample (N = 923)
CARF Accreditation	42.9	43.0
Average Daily Client Load		
1 - 30 clients	23.9	19.4
31 - 70 clients	31.0	29.6
71 - 100 clients	15.2	15.6
Over 100 clients per day	29.9	35.4
Federal Regions		
1. CT, ME, NW, RI, VT, MA	6.6	7.9
2. NJ, NY, PR, VI	8.4	6.2
3. DC, DE, MD, PA, VA, WV	8.5	9.5
4. AL, FL, GA, NC, SC, KY, MS, TN	15.1	16.7
5. WI, IL, IN, MI, MN, OH	23.3	24.2
6. AK, LA, TX, OK, NM	7.8	8.0
7. IA, KS, MO, NE	6.9	7.8
8. CO, MT, ND, SD, UT, WY	6.2	4.1
9. AZ, CA, NV, HI, PI	12.2	9.0
10. ID, OR, WA, AK	5.1	5.9

APPENDIX C. Factor Analysis
Needs, Definitions, and Classification

Training Needs Grouped by Administrative Functions	Intrepretation of Training Need	Percent Need	Ranked Priority
The Facility's Functioning in its Community:			
Community Image and Fund Raising	Community/public role of the facility and the procedures and actions it must follow to fulfill this role. Skills and methods for effectively and competitively representing the facility to resources.	70.751	7
Business Operations: Contract Development	General procedures businesses follow to develop markets for its products/services. Specifically relates to prime product development and bidding and contracting both its products and services in the public and private sectors	70.760	6
Fiscal Integrity:			
Fiscal Procedures	Methods and procedures which must be used to be efficent. Focus is on financial planning, cost containment (fees, inventory, purchasing), accounting methods, and financial and audit reports.	62.131	15
Planning:			
Organizational Planning	Relates to identifying, setting and monitoring the facility's attainment of its short and long-range goals and objectives.	78.079	1
Business Planning and Marketing	Relates to identifying, developing, marketing and implementation of both the facility's image as a business and its current and anticipated products and services.	74.713	4
Business Expansion	Relates to identifying and exploiting possible markets, cooperative ventures, private sector ventures, alternate businesses, and potential development and marketing of products/services.	66.318	10
Operations and Management:			
Administrative Responsibilities	Relates to specific role administrator has in assuring accountability to publics, including accrediting organizations.	62.469	13
Organizational Principles and Practices	Relates both to general principles and practices followed by an effective administrator and to specific methods for managing the organizations operations and personnel.	76.126	2
Governing Body/Board of Directors	Relates to methods for selection of persons to serve on a governing board and their roles, responsibilities and effective utilization.	54.341	20
Organizational Continuity, Consistency, Stability	Relates to roles, policies and procedures that need to be in place in order for the workshop to maintain a level of consistency and function with responsibility, integrity and predictability.	58.059	18
Management Techniques	Relates to very specific techniques and information of use in administration, such as time management and participatory management techniques.	66.579	9

APPENDIX C.
Needs, Definitions, and Classification (Continued)

Training Needs Grouped by Administrative Functions	Intrepretation of Training Need	Percent Need	Ranked Priority
Business Productivity:			
Design and Layout of Facility, Plant and Work Areas	Relates to design and layout of the physical plant and equipment for efficient and safe use.	60.683	16
Business Operations: Production Efficiency	General procedures most businesses follow to efficiently develop and produce their products/services. Specifically, planning, scheduling, monitoring and engineering production and service processes.	70.867	5
Effective use of "Core" Work Force	Relates both to identifying technical skills/competencies needed among core work force and to effective ways of utilizing such personnel and other independent contractees to insure stable production.	62.705	12
Personnel:			
Personnel Administration and Management	Basic methods and skills needed to set up a personnel system. Included are job descriptions, policies and procedures, communications, recruitment, retention, performance review, compensation and benefits.	67.433	8
Resolving Personnel Issues	Relates both to resolving specific personnel problems and general personnel issues and to facility's use of other extra-personnel resources.	54.433	19
Information Management:			
Information Systems: Access, Control, Utilization	Relates to how fiscal, program and business data are collected, secured and used to judge efficiency and compliance with accepted standards and respond to the information needs of its constituents.	63.072	11
Computers in Information Management	Relates to computer applications and their utilization in financial, business and program management.	76.006	3
Risk Management:			
Risk Prevention and Control	Relates to setting up and assuring safe conditions in building, equipment and vehicle use, through planning, compliance with regulations, training, employee involvement and regular safety inspections.	62.198	14
Risk Liability, Protection, Insurance	Relates to legal and liability requirements and the resources needed to protect the organization and its personnel.	59.384	17

APPENDIX C. Factor Analysis
Summary Statistics

ADMINISTRATOR NEED FACTOR NAMES	Order Extracted	Factor Variance	Percent of Total Variance	Relative Percent of Variance	Eigen Values
Business Procedures & Operations	1	8.192	7.4	12.1	28.319
Risk Prevention and Control	2	7.880	7.2	11.6	6.135
Organizational Management	3	6.689	6.1	9.9	4.453
Fiscal Procedures	4	5.533	5.0	8.2	3.748
Community Image and Fund Raising	5	4.863	4.4	7.2	2.851
Governing Body/Board of Directors	6	4.024	3.7	5.9	2.379
Personnel Administration/Management	7	3.737	3.4	5.5	2.194
Business/Workshop Expansion	8	3.077	2.8	4.5	2.133
Organizational Continuity/Consistency/Stability	9	2.748	2.5	4.1	1.801
Risk Protection/Insurance	10	2.734	2.5	4.0	1.731
Information Organization/Access/Control	11	2.671	2.4	3.9	1.556
Computers in Information Management	12	2.549	2.3	3.8	1.432
Resolving Personnel Issues	13	2.246	2.0	3.3	1.327
Information Utilization/Accountability	14	1.744	1.6	2.6	1.224
Business Planning	15	1.701	1.5	2.5	1.191
Organizational Planning	16	1.623	1.5	2.4	1.158
Workshop/Plant Design and Layout	17	1.617	1.5	2.4	1.075
Effective Use of "Core" Work Force	18	1.488	1.4	2.2	1.051
Staff Involvement in Organizational Decisions	19	1.384	1.3	2.0	1.016
Cost Control and Fee Determination	20	1.275	1.2	1.9	1.004
SUMMARY STATISTICS Variance Accounted		67.776	61.6	100.0	
Variance UnAccounted		42.224	38.4	0.0	
Total Variation		110.000	100.0	100.0	

APPENDIX D. Discriminant and Post-hoc Analyses:
Discriminant Functions and Weights

FACTOR NAMES	Order Extracted	SCALED DISCRIMINANT WEIGHTS Functions 1	2	PERCENT OF DISCRIMINATORY POWER
Business Procedures & Operations	1	-	-	0.000
Risk Prevention and Control	2	-21.28	-44.15	3.904
Organizational Management	3	-72.48	63.87	11.652
Fiscal Procedures	4	28.71	33.97	4.780
Community Image and Fund Raising	5	-	-	0.000
Governing Body/Board of Directors	6	100.00	-44.85	15.252
Personnel Administration/Management	7	-22.10	58.08	4.287
Business/Workshop Expansion	8	45.90	88.79	8.299
Organizational Continuity/Consistency/Stability	9	-39.67	9.13	5.885
Risk Protection/Insurance	10	56.09	41.06	8.585
Information Organization/Access/Control	11	-	-	0.000
Computers in Information Management	12	29.36	100.00	6.131
Resolving Personnel Issues	13	-65.70	15.44	9.754
Information Utilization/Accountability	14	29.21	20.63	4.598
Business Planning	15	26.39	42.96	4.617
Organizational Planning	16	-	-	0.000
Workshop/Plant Design and Layout	17	-	-	0.000
Effective Use of "Core" Work Force	18	-48.88	-32.59	7.658
Staff Involvement in Organizational Decisions	19	-27.01	22.81	4.324
Cost Control and Fee Determination	20	-	-	0.000
Percent of Trace		88.3	11.7	
Chi-Square		198.0	27.9	
Degrees of Freedom		15	13	
p-Level		.0000	.0095	

D-1

APPENDIX D. Discriminant and Post-hoc Analyses:
Analyses of Variance and Duncan's Multiple Range Tests

FACTOR NAMES	UNIVARIATE ANOVAS Mean Squares Between	Within	F-Ratio	p-Level	POST HOC OBSERVED Qs[1] Hus L	Hus M	Mus L	ADJUSTED FACTOR Means Exec	Prog	Dept
Business Procedures & Operations	1.266	1.004	1.26	.284	-------- N/A --------			.000	.000	.000
Risk Prevention and Control	2.106	.985	2.14	.118	-------- N/A --------			.000	.000	.000
Organizational Management	16.852	.954	17.66	.000	7.004	.186	7.042	-.1871	.1279	.1279
Fiscal Procedures	2.115	.988	2.14	.118	-------- N/A --------			.000	.000	.000
Community Image and Fund Raising	.473	.992	.48	.621	-------- N/A --------			.000	.000	.000
Governing Body/Board of Directors	29.946	.991	30.22	.000	9.991	8.175	1.368	.2537	-.1630	-.1630
Personnel Administration/Management	2.335	.960	2.43	.088	-------- N/A --------			.000	.000	.000
Business/Workshop Expansion	7.493	.991	7.56	.001	4.517	.004	5.046	.0930	.0930	-.1339
Organizational Continuity/Consistency/ Stability	4.227	.987	4.28	.014	3.861	.770	2.898	-.1026	.0524	.0524
Risk Protection/Insurance	8.964	1.011	8.86	.000	5.953	2.385	3.116	.0793	.0793	-.1481
Information Organization/Access/ Control	.028	1.004	.03	.973	-------- N/A --------			.000	.000	.000
Computers in Information Management	6.173	.996	6.20	.002	4.633	1.148	3.992	.0874	.0873	-.1131
Resolving Personnel Issues	11.500	.946	12.16	.000	6.550	1.419	4.795	-.1757	.0791	.0792
Information Utilization/Account- ability	2.658	.982	2.71	.067	-------- N/A --------			.000	.000	.000
Business Planning	2.472	.986	2.51	.082	-------- N/A --------			.000	.000	.000
Organizational Planning	.104	1.023	.10	.904	-------- N/A --------			.000	.000	.000
Workshop/Plant Design and Layout	1.827	1.014	1.80	.166	-------- N/A --------			.000	.000	.000
Effective Use of "Core" Work Force	6.157	1.004	6.13	.002	4.953	2.547	2.034	-.1081	.000	.1159
Staff Involvement in Organizational Decisions	2.077	1.014	2.05	.129	-------- N/A --------			.000	.000	.000
Cost Control and Fee Determination	.672	1.013	.66	.515	-------- N/A --------			.000	.000	.000

APPENDIX E. Federal Regions
Discriminant Analyses of Needs and Characteristics Among the 10 Federal Regions

TRAINING NEEDS

VARIABLE	MEANS MATRIX FOR FEDERAL REGIONS 1	2	3	4	5	6	7	8	9	10	Functions and Scaled Weights 1	2	3	4	Percent Discriminatory Power
Organizational principles and practices	77.081	78.770	71.522	75.330	76.890	75.552	77.423	80.595	77.878	78.571	.28920-01	-.67591	-.92349	-.52582	16.769
Community image and fund raising	67.246	75.617	69.935	73.405	71.477	68.564	76.488	69.444	67.330	70.864	-.33562	-.35678	1.0000	1.0000	19.021
Governing body/board of directors	47.826	62.654	49.782	50.469	57.384	51.626	60.714	54.167	56.095	56.296	.61245-01	.68886-01	-.99923	.86829	12.578
Personnel administration and management	60.373	70.635	66.853	66.609	71.573	62.718	65.816	73.095	70.256	62.063	.25417	.00000	.31369	-.41988	18.903
Business expansion	62.783	62.778	68.366	63.936	69.468	55.610	73.214	73.667	64.328	73.111	1.0000	.90947-01	.13819	[illegible]87-02	16.203
Design and layout of facility, plant and work areas	56.087	71.528	59.641	62.149	61.709	60.772	61.607	68.333	63.433	52.222	-.73927	.39354	-.11174	-.[illegible]-02	16.527
Eigenvalues											.3328-01	.2695-01	.1357-01	.1159-01	
Percent Trace											36.9	29.9	15.1	12.9	
Chi-Square											50.1	40.7	20.6	17.6	
Degrees of Freedom											14	12	10	8	
p-level											.00001	.00005	.02379	.02409	

PERSONAL CHARACTERISTICS

VARIABLE	MEANS MATRIX FOR FEDERAL REGIONS 1	2	3	4	5	6	7	8	9	10	Functions and Scaled Weights 1	2	3	Percent Discriminatory Power
Degreed Admn	.22609	.23148	.20915	.15663	.25316	.16260	.31250	.26667	.27612	.16667	1.000	-.419	.056	18.6
Shrt Trm Trng	.48696	.55556	.43137	.58233	.48861	.51220	.55357	.61667	.44776	.45556	.323	-.303	1.000	14.1
Own Reading	.07826	.19444	.13072	.11245	.14177	.12195	.07714	.06666	.08955	.11111	.449	.578	.370	17.9
Recnt Trng	.73043	.78704	.73203	.74699	.82532	.69106	.83929	.78333	.78358	.80000	.678	-.319	-.188	16.4
Exec Director	.33043	.29630	.37255	.38956	.36962	.42276	.43750	.40000	.30597	.47778	-.702	-.617	-.032	18.8
Mnths Tenure	45.914	57.881	65.341	60.021	59.953	60.269	52.777	61.701	60.008	46.667	.213	1.000	-.419	14.2
Eigenvalues											.025	.016	.012	
Percent Trace											36.2	23.9	17.8	
Chi-Square											38.0	25.2	18.8	
Degrees of Freedom											14	12	10	
p-level											.00052	.01398	.04338	

APPENDIX E.
Discriminant Analyses of Needs and Characteristics Among the 10 Federal Regions (Continued)

STAFFING

	MEANS MATRIX FOR FEDERAL REGIONS										Function and Scaled Weights		Percent Discriminatory
VARIABLE	1	2	3	4	5	6	7	8	9	10	1	2	Power
No. Professnl	26.292	41.729	25.498	21.390	23.872	30.251	14.440	17.867	12.984	11.749	1.000	- .721	67.0
No. Nonprof	35.873	87.802	50.743	42.150	38.857	78.899	28.481	22.033	30.112	25.467	- .191	1.000	33.0
Eigenvalues											.0254	.0118	
Percent Trace											68.2	31.8	
Chi-Square											38.5	18.1	
Degrees of Freedom											10	8	
p-level											.00003	.02067	

ORGANIZATIONAL CHARACTERISTICS

	MEANS MATRIX FOR FEDERAL REGIONS										Functions and Scaled Weights							Percent Discriminatory
VARIABLE	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	Power
Urban Setting	.36522	.38889	.33333	.32530	.36203	.51220	.25000	.28333	.55224	.38889	-.288	-.441	-.712	1.000	.033	-.384	.809	8.9
Rural Setting	.38261	.25000	.35948	.32530	.26835	.26016	.25893	.18333	.22388	.26667	-.248	.015	-.706	.324	-.578	.895	.626	7.1
Medical Facl	.00000	.09259	.01960	.03212	.02784	.06504	.00000	.00000	.00746	.01111	-.182	-.063	-.488	.215	.345	.908	-.386	5.6
Comprehensive	.31304	.40741	.35294	.23293	.30886	.30081	.31250	.36667	.22388	.24444	.182	-.167	.536	-.229	.875	.577	.404	6.6
Specialized	.22609	.16667	.26144	.22892	.19494	.23577	.13393	.28333	.24627	.28889	-.065	.119	.106	.099	.925	-.653	.141	3.9
Sheltered	.40870	.52778	.61438	.36546	.51392	.60163	.45536	.51667	.59701	.60000	.231	-.630	-.380	.027	1.000	.231	-.206	7.5
Work Activits	.44348	.26852	.23529	.43775	.48354	.26016	.41964	.53333	.47015	.30000	.216	.476	1.000	.874	.860	.111	.039	9.6
Indepdnt Lvng	.02608	.04629	.01307	.03614	.02278	.08943	.01250	.06666	.07462	.04444	-.153	-.591	.576	.075	.228	1.000	.157	6.9
Other Facl	.13913	.20370	.07189	.12048	.10380	.12195	.08928	.15000	.05970	.08888	.267	-.043	.377	-.199	.661	.636	1.000	6.3
Not-for-Proft	.91304	.87037	.84967	.66667	.88101	.78862	.91071	.86667	.88806	.86667	.398	.408	.263	.099	-.247	-.656	.867	7.8
State/Public	.08695	.08333	.09801	.28514	.07848	.15447	.03571	.11667	.05223	.07777	-.292	1.000	-.358	.133	.185	.289	.693	8.8
Med Dly Load	.12174	.13889	.16340	.14859	.12911	.08943	.05357	.28333	.10448	.18889	.341	.437	-.370	-.330	.754	-.574	-.057	8.0
Larg Dly Load	.46957	.67593	.54248	.32129	.59494	.36585	.33036	.33333	.46269	.20000	1.000	.478	-.657	.143	-.181	.543	-.276	12.9
Eigenvalues											.149	.071	.049	.037	.030	.020	.014	
Percent Trace											39.1	18.8	12.9	9.7	7.9	5.2	3.7	
Chi-Square											213.0	106.0	73.3	55.6	45.6	30.5	21.6	
Degrees of Freedom											21	19	17	15	13	11	9	
p-level											.00000	.00000	.00000	.00000	.00002	.00131	.01015	

APPENDIX F. Facility Size
Discriminant Analyses of Needs and Characteristics Among Trainees in Small, Small-Medium, Medium and Large Facilities

Training Needs

Variables	Means Matrix Small	Small-Medium	Medium	Large	Functions and Scaled Weights 1	2	Percent Discriminatory Power
Organization principles and practices	73.830	75.009	77.551	77.416	-.514	-.448	11.7
Community image and fund raising	76.284	72.013	70.688	68.780	.755	-.229	15.2
Business operations: Contract development	75.030	74.150	75.034	66.901	1.000	1.000	22.4
Business expansion	65.546	67.820	72.286	64.502	-.704	.114	14.1
Computers in information management	64.006	77.193	83.333	77.490	-.958	.652	20.1
Eigenvalues					.067	.012	
Percent Trace					81.7	15.0	
Chi-Square					106.	19.9	
Degrees of Freedom					9	7	
p-level					.001	.005	

Personal Characteristics

Variables	Means Matrix Small	Small-Medium	Medium	Large	Functions and Scaled Weights 1	2	Percent Discriminatory Power
On-the-job train	.76050	.65915	.68571	.61449	.696	-.205	22.5
Expect to attend	.74790	.80201	.77619	.71798	.092	1.000	6.8
Executive direct	.50000	.42356	.36667	.30013	1.000	.545	32.8
Assistant direct	.11345	.22807	.25714	.25744	-.304	.924	13.3
Tenue on job	46.160	56.823	55.000	63.232	-.792	.063	24.7
Eigenvalues					.067	.080	
Percent Trace					87.3	11.2	
Chi-Square					98.3	12.9	
Degrees of Freedom					7	5	
p-level					.001	.023	

Staffing

Variables	Means Matrix Small	Small-Medium	Medium	Large	Functions and Scaled Weights 1	Percent Discriminatory Power
No. professionals	6.2130	9.8956	16.045	37.020	1.000	100.00
Eigenvalues					.096	
Percent Trace					100.0	
Chi-Square					148.	
Degrees of Freedom					3	
p-level					.001	

Organizational Characteristics

Variables	Means Matrix Small	Small-Medium	Medium	Large	Functions and Scaled Weights 1	2	Percent Discriminatory Power
Comprehensive	.71429-01	.21303	.33810	.38163	-.639	1.000	18.8
Sheltered shop	.47479	.55890	.53810	.44502	-.104	.723	5.7
Work/day/activty	.46639	.45614	.44762	.30918	.022	.658	3.0
Non-profit	.85294	.85965	.90476	.73609	1.000	.769	26.8
Govt operated	.12185	.11278	.95238-01	.12031	.740	.498	19.5
Eigenvalues					.165	.026	
Percent Trace					84.3	13.3	
Chi-Square					247.	41.5	
Degrees of Freedom					11	7	
p-level					.001	.001	